

ARI Research Note 2009-07

**The Human Dimension of Advising:
Descriptive Statistics for the Cross-Cultural
Activities of Transition Team Members**

Michelle Ramsden Zbylut and Kimberly A. Metcalf
U.S. Army Research Institute

LTC Brandon McGowan and MSG Michael Beemer
Joint Center for International Security Force Assistance

Jason M. Brunner and Christopher L. Vowels
Kansas State University
Consortium Research Fellows Program



Fort Leavenworth Research Unit
Stanley M. Halpin, Chief

June 2009

**United States Army Research Institute
for the Behavioral and Social Sciences**

Approved for public release; distribution is unlimited.

**U.S. Army Research Institute
for the Behavioral and Social Sciences**

**A Directorate of the Department of the Army
Deputy Chief of Staff, G1**

Authorized and approved for distribution:



BARBARA A. BLACK, Ph.D.
Research Program Manager
Training and Leader Development
Division



MICHELLE SAMS, Ph.D.
Director

Technical review by

Gregory A. Ruark, U.S. Army Research Institute

NOTICES

DISTRIBUTION: Primary distribution of this Research Note has been made by ARI. Please address correspondence concerning distribution of reports to: U.S. Army Research Institute for the Behavioral and Social Sciences, Attn: DAPE-ARI-ZXM, 2511 Jefferson Davis Highway, Arlington, Virginia 22202-3926.

FINAL DISPOSITION: This Research Note may be destroyed when it is no longer needed. Please do not return it to the U.S. Army Research Institute for the Behavioral and Social Sciences.

NOTE: The findings in this Research Note are not to be construed as an official Department of the Army position, unless so designated by other authorized documents.

REPORT DOCUMENTATION PAGE					
1. REPORT DATE (dd-mm-yy) June 2009		2. REPORT TYPE Final		3. DATES COVERED (from. . . to) September 2007 – May 2009	
4. TITLE AND SUBTITLE The Human Dimension of Advising: Descriptive Statistics for the Cross-Cultural Activities of Transition Team Members				5a. CONTRACT OR GRANT NUMBER	
				5b. PROGRAM ELEMENT NUMBER 622785	
6. AUTHOR(S) Michelle Ramsden Zbylut and Kimberly A. Metcalf (U.S. Army Research Institute for the Behavioral and Social Sciences); LtCol Brandon McGowan and MSG Michael Beemer (Joint Center for International Security Force Assistance); Jason M. Brunner and Christopher L. Vowels (Kansas State University)				5c. PROJECT NUMBER A790	
				5d. TASK NUMBER 333	
				5e. WORK UNIT NUMBER	
7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES) U.S. Army Research Institute for the Behavioral and Social Sciences 851 McClellan Avenue Fort Leavenworth, KS 66027-1360 Joint Center for International Security Force Assistance Fort Leavenworth, Kansas 66027				8. PERFORMING ORGANIZATION REPORT NUMBER	
9. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES) U.S. Army Research Institute for the Behavioral and Social Sciences 851 McClellan Avenue Fort Leavenworth, KS 66027-1360				10. MONITOR ACRONYM ARI-FLRU	
				11. MONITOR REPORT NUMBER ARI Research Note 2009-07	
12. DISTRIBUTION/AVAILABILITY STATEMENT Approved for public release; distribution is unlimited.					
13. SUPPLEMENTARY NOTES ARI POCs: Drs. Michelle Ramsden Zbylut and Kimberly A. Metcalf					
14. ABSTRACT (<i>Maximum 200 words</i>): A survey targeting interpersonal, cultural, language, and advisory activities was administered to 565 Army and Marine advisors returning from Iraq and Afghanistan. Advisors rated how frequently they engaged in 151 activities, as well as indicated how important those activities were to advisor performance. This Research Note is a companion to ARI Technical Report 1248 (Ramsden Zbylut, Metcalf, McGowan, Beemer, Brunner, & Vowels, 2009), which presented analyses regarding the interpersonal, linguistic, advisory, and cultural activities performed by the 565 transition team advisors in the sample. This document is a supplemental appendix that presents the descriptive statistics for advisor activities within specific positions on military transition teams. The following team member positions are included: Team Chief, Communications Advisor, Company Mentor, Deputy Team Chief, Fires and Effects Advisor, Intelligence Advisor, Logistics Advisor, Maintenance Advisor, Medic, NCO in Charge, Operations Advisor, Personnel Advisor, and Staff/Maneuver Advisor.					
15. SUBJECT TERMS advisor, cross-cultural skills, cultural understanding, foreign language, influence, interpersonal skills, security force, transition team, coaching, mentoring, advising, COIN, culture					
SECURITY CLASSIFICATION OF			19. LIMITATION OF ABSTRACT Unlimited	20. NUMBER OF PAGES 244	21. RESPONSIBLE PERSON Ellen Kinzer Technical Publications Specialist 703-602-8049
16. REPORT Unclassified	17. ABSTRACT Unclassified	18. THIS PAGE Unclassified			

Research Note 2009-07

**The Human Dimension of Advising: Descriptive Statistics for
the Cross-Cultural Activities of Transition Team Members**

Michelle Ramsden Zbylut and Kimberly A. Metcalf
U.S. Army Research Institute

LTC Brandon McGowan and MSG Michael Beemer
Joint Center for International Security Force Assistance

Jason M. Brunner and Christopher L. Vowels
Kansas State University, Consortium Research Fellows Program

Fort Leavenworth Research Unit
Stanley M. Halpin, Chief

U.S. Army Research Institute for the Behavioral and Social Sciences
2511 Jefferson Davis Highway, Arlington, Virginia 22202-3926

June 2009

Army Project Number
622785 A790

Personnel, Performance
and Training Technology

Approved for public release; distribution is unlimited.

ACKNOWLEDGEMENTS

Several individuals were instrumental in the performance of this research. First, we must thank several members of JCISFA for their sponsorship, insight and help with data collection: COL Michael Clark, COL Sean Ryan, LtCol Troy Wright, Mark Lauber, MAJ Phelps, and other members of the JCISFA organization. Dr. Stanley Halpin, Dr. Allison Abbe, and Dr. Gregory Ruark of ARI also provided helpful comments in the completion of this work. Most importantly, this work would not have been possible without the input of the hundreds of advisors who participated in this research, or without the assistance of CPT Numerick, SFC Joshua Runnels, and 1ID at Fort Riley and Capt Adam Stiles and LtCol Jeffrey Kenney of I-MEF. Statements and opinions expressed in this paper do not necessarily reflect the position or the policy of the United States Government, and no official endorsement should be inferred.

THE HUMAN DIMENSION OF ADVISING: DESCRIPTIVE STATISTICS FOR THE CROSS-CULTURAL ACTIVITIES OF TRANSITION TEAM MEMBERS

CONTENTS

	Page
OVERVIEW	1
SYNOPSIS OF METHOD	1
SUMMARY OF FINDINGS IN ARI TECHNICAL REPORT 1248	8
PURPOSE OF THIS RESEARCH NOTE	9
HOW TO INTERPRET FREQUENCY, IMPORTANCE, AND F-I RATINGS	9
Frequency Ratings	10
Importance Ratings	10
F-I Composite Scores.....	10
REFERENCES	12
APPENDIX: FREQUENCY, IMPORTANCE, AND F-I RATINGS BY TEAM MEMBER POSITION	A-1

LIST OF TABLES	Page
TABLE 1. SUMMARY OF KSA SCALES AND INTERNAL CONSISTENCY RELIABILITY	3

THE HUMAN DIMENSION OF ADVISING: DESCRIPTIVE STATISTICS FOR THE CROSS-CULTURAL ACTIVITIES OF TRANSITION TEAM MEMBERS

Overview

Security force assistance and the military advising mission are integral components of the exit strategy in both Iraq and Afghanistan (Committee on Armed Services, 2007; U.S. Department of Army 2006). Thus, it is imperative to understand the knowledge, skills, and abilities (KSAs) required by advisors to perform effectively. Such an understanding will help to promote the development of valid training content, assist in choices about which training content to emphasize, and establish a foundation for predicting which advisors will be most successful on the job (e.g., for potential selection interventions).

This document is a companion to ARI Technical Report 1248 (Ramsden Zbylut, Metcalf, McGowan, Beemer, Brunner, & Vowels, 2009), which presented analyses regarding the interpersonal, linguistic, advisory, and cultural activities performed by 565 transition team advisors deployed to Iraq and Afghanistan. This research note is a continuation of those analyses and presents the descriptive statistics for advisor activities within specific positions on a military transition team: Team Chief, Communications Advisor, Company Mentor, Deputy Team Chief, Fires and Effects Advisor, Intelligence Advisor, Logistics Advisor, Maintenance Advisor, Medic, Noncommissioned Officer in Charge (NCOIC), Operations Advisor, Personnel Advisor, and Staff/Maneuver Advisor.

Originally these analyses were included as an appendix in earlier versions of the technical report. Consequently, drafts of the technical report exceeded 500 pages. Because analyses performed for different team member positions might be of less interest to a general audience, the decision was made to present this appendix as a research note rather than part of the primary technical report. This research note should be viewed as a supplemental appendix to ARI Technical Report 1248.

Synopsis of Method¹

Five-hundred-sixty-five advisors returning from Iraq and Afghanistan completed a post-deployment survey that targeted 151 interpersonal, linguistic, advisory, and cultural activities that might be performed by an advisor while interacting with others in the operating environment. These 151 advisor activities were generated using learning objectives for advisor training that emerged from a workshop hosted by the Joint Center for International Security Force Assistance (JCISFA), the research literature, military expertise and documents, and results obtained from a pilot administration of the survey.

The goal of this research was to gain a better understanding of activities performed by advisors, as well as to investigate some of the KSAs underlying advisor performance. The post-deployment survey used a task analysis questionnaire format, which is commonly used in job analysis (Williams & Crafts, 1997). For each of the 151 activities on the survey, advisors provided two types of ratings. First, advisors indicated how frequently they performed each

¹ A detailed account of the method, sample, and research rationale is presented in Ramsden Zbylut et al. (2009).

activity. Second, advisors rated how important each activity was to their performance as a transition team member. The rating scales (Williams & Crafts, 1997) used for measuring frequency and importance ratings are presented below:

Frequency Ratings

- 0—Did not perform
- 1—A few times
- 2—Once a month
- 3—Once a week
- 4—Once a day
- 5—More than once a day

Importance Ratings

- 0—None
- 1—Little importance
- 2—Some importance
- 3—Moderately important
- 4—Very important
- 5—Extremely important

In addition to frequency and importance ratings, the research team created composite scores that incorporated frequency and importance ratings simultaneously. Frequency-importance (F-I) composite scores were computed by multiplying the frequency and importance ratings for each activity and were used to provide an indicator of the most and least critical activities (Cascio, 1991). Activities with the highest F-I composite scores indicate advisor activities that were both demonstrated frequently on the job and perceived to be important to job performance. Activities with high F-I composite scores would be likely candidates for training and selection interventions. Conversely, activities with low F-I composite scores tended to be rated as either unimportant to performance or infrequently performed on the job. Thus, activities with low F-I scores might be considered a lower priority for training and selection. Before dismissing any activity on the basis of a low F-I score, however, frequency and importance ratings also should be consulted to ensure that a rare, but important, activity is not excluded from consideration in training.

While ratings of the 151 activities provide an indication of specific behaviors demonstrated and knowledge used by advisors, the 151 activities also were grouped into scales that represented different types of interpersonal, linguistic, advisory, and cultural KSAs applied as part of the advisor role. The KSA scales and their associated reliabilities are presented in Table 1. Because each activity was associated with three types of ratings (i.e., frequency, importance, and F-I ratings), each KSA is associated with three types of scores. Additional description of the scales, including the items comprising each scale, can be found in Ramsden Zbylut et al. (2009).

Table 1
Summary of KSA Scales and Internal Consistency Reliabilities

Overarching KSA Domain	Domain Description	KSA Scale (Number of Items)	Sample Item	Reliability		
				Frequency Scale	Importance Scale	F-I Scale
Linguistic/ Communication KSAs	The Army's Counterinsurgency Field Manual (U.S. Department of Army, 2006) notes the importance of linguistic capability in counterinsurgency operations. Consequently, one section of the survey dealt with general issues surrounding the use of an interpreter, and two items dealt with use of an unfamiliar interpreter and the use of an unvetted interpreter. Scales also addressed linguistic issues involving communication without the aid of an interpreter. Three scales focused on advisors' use of the host nation language, and two additional scales targeted nonverbal communication.	Use an interpreter (10)	Evaluate the trustworthiness of your interpreter	.86	.85	.87
		Work with unfamiliar interpreter (1)	Work with an unfamiliar interpreter	N/A	N/A	N/A
		Work with an unvetted interpreter (1)	Work with an interpreter from the local population who has not been vetted	N/A	N/A	N/A
		Maintain a conversation in the counterpart's language (6)	Talk about tribal issues in your counterpart's language	.82	.87	.89
		Speak common words in the counterpart's language (2)	Speak common words in your counterpart's language	.90	.91	.91
		Read/write in the counterpart's language (2)	Write in the host nation language	.80	.90	.78
		Interpret nonverbal behaviors (3)	Interpret the gestures of individuals from your counterpart's culture	.95	.95	.95
Relationship Building KSAs	Because advisors often must work closely with their counterparts, several items on the survey addressed behaviors that can be classified generally as relationship building activities. Most basic among these behaviors are being respectful toward and developing rapport with one's counterpart.	Use nonverbal behaviors (3)	Use gestures commonly found in the host nation's culture	.85	.87	.86
		Consideration and respect (6)	Communicate to your counterpart that you respect him	.85	.87	.88
		Rapport building (6)	Gain the trust of individuals from the relevant culture	.82	.82	.83
		Employing a Rapport Plan (1)	Employ a Rapport Plan (continuously plan, execute, and refine methods to increase the closeness of the relationship with your counterpart)	N/A	N/A	N/A

Overarching KSA Domain	Domain Description	KSA Scale (Number of Items)	Sample Item	Reliability		
				Frequency Scale	Importance Scale	F-I Scale
Influencing KSAs	Several scales focused on the advisor's need to engage in influence activities. Four scales targeted various types of impression management activities geared toward influencing the perceptions and beliefs of the counterpart, and one scale addressed proactive influence tactics.	Role modeling (4)	Exhibiting a strong work ethic	.83	.84	.86
		Establishing credibility (2)	Establish credibility with your counterpart	.88	.87	.89
		Communicating the legitimacy of advisor work (1)	Stress the legitimacy of the transition team work	N/A	N/A	N/A
		Managing counterpart perceptions about the advisor team (2)	Influence how your counterpart perceives your transition team	.91	.90	.92
		Applying proactive influence tactics (11)	Appeal to the emotions of your counterpart (i.e., engage in inspirational influence tactics) to influence him	.88	.85	.86
Group Management Skills	Advisors might need to know how to manage group dynamics in a cross-cultural setting. Advisors might need to advise their counterparts in how to build effective teams. Additionally, advisors might need to know how to manage interpersonal conflict within the context of another culture, as well as how to build consensus and avoid conflict with individuals from the host nation culture.	Cross-cultural team building (1)	Apply principles of team building in a cross-cultural setting	N/A	N/A	N/A
		Manage interpersonal conflict (1)	Manage interpersonal conflict effectively in a cross-cultural setting	N/A	N/A	N/A
		Build consensus(1)	Build a consensus with individuals from the relevant culture	N/A	N/A	N/A
Skill in Dealing with Corruption	Both the Army's Counterinsurgency Field Manual (2006) and the Committee on Armed Services report (2007) indicated that dealing with corruption can be a challenge when helping a fledging government to stabilize. This also was an issue for advisors during the Vietnam era (Hickey & Davison, 1965).	Deal with corruption (3)	Find ways to deal with or work around corruption in the local environment	.86	.84	.87

Overarching KSA Domain	Domain Description	KSA Scale (Number of Items)	Sample Item	Reliability		
				Frequency Scale	Importance Scale	F-I Scale
Cultural KSAs	Advisors work extensively with and around individuals from another culture. Thus, several items on the survey targeted knowledge about the other culture, knowledge about one's counterpart, dealing with one's cultural biases, and adjusting behavior based on knowledge about the culture.	Understand one's counterpart (6)	Capitalize on your counterpart's perspective or point of view	.88	.86	.88
		Judge by counterpart's standards (1)	Judge your counterpart's actions according to his cultural standards	N/A	N/A	N/A
		Suppress cultural biases (5)	Limit how your cultural bias affects your perceptions of your counterpart's behavior	.78	.83	.81
		Compare one's culture with the counterpart's culture (3)	Capitalize on the similarities between your beliefs, values, and goals and those of your counterpart	.83	.86	.86
		Leverage cultural knowledge (8)	Take advantage of the role of power and authority in the relevant culture	.87	.86	.87
		Sense manipulation (1)	Recognize when individuals from the other culture were trying to manipulate you	N/A	N/A	N/A
		Tailor interactions to cultural demographics (5)	Adjust the way you treated individuals from the other culture, depending on their gender	.83	.81	.83
		Knowledge of religious influences (5)	Understand the general theology of different religions found in your operating area	.90	.88	.91
		Understand the operating environment (12)	Use knowledge about economic influences to understand the behavior of an individual from the relevant culture	.96	.95	.96

Overarching KSA Domain	Domain Description	KSA Scale (Number of Items)	Sample Item	Reliability		
				Frequency Scale	Importance Scale	F-I Scale
Advisory KSAs	A key component of the advisor mission is to advise counterparts in such a way that the counterparts' units and organizations become self-sustaining entities. Several items on the survey addressed a variety of <i>advisory</i> behaviors and cognitive activities, which involve mentoring, coaching, training, instructing, advising, and guiding counterparts to improve counterpart and counterpart unit performance.	Mentor and coach (3)	Coach or guide a counterpart to reach the next level of knowledge or skill	.91	.88	.91
		Instruct a counterpart without interpreter (1)	Instruct a counterpart without the aid of an interpreter	N/A	N/A	N/A
		Instruct a counterpart through an interpreter (1)	Instruct a counterpart with the aid of an interpreter	N/A	N/A	N/A
		Prepare a counterpart for meetings/negotiations (1)	Prepare your counterpart to conduct negotiations and meeting	N/A	N/A	N/A
		Assess counterpart unit performance (2)	Assess the readiness of your counterpart's unit to perform missions	.93	.91	.93
		Manage counterpart performance (4)	Follow-up with your counterpart to ensure that work has been accomplished	.84	.84	.85
		Establish goals (5)	Establish short term goals for your counterpart to accomplish	.85	.83	.85
		Identify training needs (2)	Identify the training needs of your counterpart	.97	.97	.98
		Manage a training program (1)	Manage a training program that targets individuals from another culture	N/A	N/A	N/A

Overarching KSA Domain	Domain Description	KSA Scale (Number of Items)	Sample Item	Reliability		
				Frequency Scale	Importance Scale	F-I Scale
Skills in Interacting with Coalition Forces	Depending on the area to which an advisor is deployed, the advisor might need to interact with U.S. and/or foreign coalition forces. Such interactions might involve explaining to coalition forces the progress of their counterpart's units or communicating information about their counterparts to coalition forces in the area.	Interact with foreign coalition forces (2)	Deal with foreign coalition partners who do not understand the transition team purpose and mission	.77	.78	.78
		Interact with U.S. coalition forces (2)	Deal with U.S. coalition partners who do not understand the transition team purpose and mission	.64	.65	.67
		Inform and engage coalition forces (5)	Stress to coalition forces that the advisor is not in command of the counterpart	.87	.86	.87
Managing Information Skills	One aspect of preparing police and military counterparts to be self-sustaining entities is assisting counterparts in learning how to gather and manage intelligence. Because of their close contact with their counterparts, advisors also have knowledge of the operational activities of the counterpart units. Additionally, advisors may have access to intelligence through their coalition contacts. Advisors, therefore, must exercise judgment about what information they share with their counterparts and what information may need to be withheld from their counterparts.	Manage information (8)	Disclose sensitive information to a counterpart	.88	.89	.87

Summary of Findings in ARI Technical Report 1248

Ramsden Zbylut et al. (2009) presented results for the frequency, importance, and F-I composite ratings at both the item and scale level for the sample of 565 advisors. Additionally, the technical report presented analyses for different types of transition teams; Iraq and Afghanistan; and Active Army, Active Marines, and Army Reserves. A summary of those results is reported below:

- The single most important and frequent activity reported by advisors was using an interpreter. Skill at interpreter usage is critical for advisor success and involves activities such as using an interpreter and evaluating the competence and trustworthiness of one's interpreter.
- The least frequent and least important activities as reported by advisors were activities requiring significant language proficiency, such as maintaining a conversation about tribal affiliations in the host nation language or reading in the host nation language. Advisors use interpreters extensively, but do not converse at great length in the counterpart's language.
- Speaking common words and greetings appears to be a necessary skill for advisors to possess and is related to the exhibition of several other important advisor skills, such as rapport building, demonstrating consideration and respect, and establishing credibility.
- Skill at interpreting nonverbal behavior is one of the most frequent and important language skills that advisors reported using while deployed. Demonstrating the nonverbal behavior of a culture is a less frequently employed skill, but still maintains some importance with respect to advisor performance.
- Advisors interact extensively with many types of individuals in their operating environment, including counterparts, interpreters, local civilians, and coalition forces. Advisors in Afghanistan interact more frequently with foreign coalition forces than do advisors in Iraq, suggesting that advisors in Afghanistan might need to be prepared to deal with a greater diversity of cultures in their operating environment.
- Of the 42 KSAs measured by the survey, the two skills reported by advisors as most critical to their performance were impression management skills. Specifically, establishing credibility with one's counterpart and serving as a positive role model were identified as highly important to advisor success. Results indicated that these two skills were predictive of advisors' reports of how receptive their counterparts were to their advice and influence.
- Managing the counterpart's perceptions about the advisor and communicating the legitimacy of the transition team's work also were reported to be important to advisor performance. Skill in using proactive influence tactics was rated as moderately important to advisor success.
- With respect to relationship building, skill at conveying consideration and respect and skill at building rapport are essential advisor functions. These two skills were predictive of advisor reports of the counterpart's willingness to accept their advice.
- Of the cultural KSAs examined, the ability to sense when one was being manipulated by someone from another culture, the ability to compare one's culture with the counterpart culture, and skill at adopting the perspective of the counterpart received

the highest ratings from advisors. The ability to suppress one's cultural biases and the ability to judge things using the counterpart's cultural standards also appear to be important to advisor effectiveness. Tailoring one's interactions with individuals based on knowledge of their demographic characteristics was rated as moderately important, suggesting that both interpersonal skills and knowledge about how to treat individuals based on culturally relevant demographics are necessary to advise effectively. Knowledge of religious influences also was rated as important by advisors.

- Several advisory KSAs received high F-I composite scores, indicating these KSAs were both frequent and important for advisors. Instructing a counterpart with an interpreter appears to be critical to advisor success. Other skills essential to advisor performance include identifying training needs, mentoring and coaching, assessing the counterpart unit's performance, and managing the performance of the counterpart.

Purpose of This Research Note

While the Ramsden Zbylut et al. (2009) report documented results on the basis of the total sample of 565 advisors in order to provide a general snapshot of advisor activities, this document presents a summary of descriptive analyses by various team member positions. Such findings might be useful to individuals interested in looking at the activities or KSAs performed for a specific transition team member position, such as a Team Chief or a Logistics advisor.

In many respects, the similarities among advisors in varying positions are much greater than the differences among different positions. In general, skill at using an interpreter is important for all members of a transition team. Establishing one's credibility and conveying respect continue to be among the most important skills for all advisors, regardless of position. However, some individuals may find it necessary to engage more or less in certain behaviors relative to other positions in a transition team. For example, Team Chiefs indicated that they engaged in behaviors to manage their counterpart's perceptions of the transition team on a weekly basis ($M = 3.14$, $SD = 1.31$), but team members in the medic position indicated that they engaged in the same behaviors less frequently ($M = 2.34$, $SD = 1.64$).

Some skills also may have slightly stronger emphasis relative to other skills within certain positions. For instance, the KSA with the highest F-I rating for operations advisors is "speaking common words in the counterpart's (CP) language." While this particular KSA also appears to be critical for other transition team positions, this KSA is usually of less criticality relative to other KSAs. Such differences between team member positions might be attributable to sampling error and small sample sizes or to real differences between positions. Future research should investigate potential differences among team member positions using larger sample sizes before definitive conclusions are drawn.

How to Interpret Frequency, Importance, and F-I Ratings

The descriptive results for 13 transition team member positions are reported in the Appendix of this research note. For each position, the descriptive statistics for the frequency,

importance, and F-I ratings are presented for each of the 151 advisory activities included on the post-deployment survey. Frequency, importance, and F-I scores also are presented for KSAs.

Analyses are reported only for those team member positions that had 20 or more individuals represented in the advisor sample. While some job analysts have analyzed and interpreted results for smaller numbers of job incumbents in a given position (e.g., Sanchez & Fraser, 1992), it was determined that the variety and diversity of regional locations and team types in the sample required larger sample sizes to produce results more likely to generalize to advisors in a specific position. However, readers are cautioned that the smaller the sample size, the less precise estimates of frequency and importance will be and the less likely those results will generalize across all advisors for that position.

As an additional caveat, it is important to note that 106 individuals served in multiple team roles as advisors (e.g., several Team Chiefs indicated that they also served in other team positions). These individuals might be represented in multiple team member positions in the Appendix. Ratings provided by advisors represent the culmination of their experiences while deployed rather than their experiences in a single team member position. Thus, the ratings in the Appendix tables reflect the experiences of individuals who reported serving in that team member position, but those ratings also might reflect some of the activities required for other team member positions. Rather than looking at the advisor experience position by position, it might be as informative to be aware that a common advisor experience is to function in multiple capacities during the course of a deployment.

Frequency Ratings

In the Appendix, tables of frequency ratings are sorted in descending order of frequency. Thus, activities that appear first in the table are those activities rated as performed most frequently by advisors in that particular team position, while activities appearing last in the table were reported as being performed least frequently. Mean frequency ratings that are 3.0 or higher indicate activities that were performed once a week or more, while ratings of 2.0 or lower were performed once a month or less.

Importance Ratings

Like frequency ratings, tables of importance ratings are sorted in descending order of importance. Activities that appear first in the table were rated by advisors as most important to their performance, while activities appearing last in the table were reported as least important. Mean importance ratings that are 3.0 or higher indicate activities that were moderately to extremely important to advisor performance. A rating of 2.0 indicates that the activity was rated as being of some importance, while ratings of 0 to 1.0 indicate that advisors did not believe these activities to be important to their success as advisors.

F-I Composite Scores

F-I composite scores take into account both how often an activity was performed and how important that activity was. Activities with high composite scores, therefore, indicate that

the activities were both important and frequently performed on the job. Conversely, activities with composite scores of 0 indicate the activity either was never performed or was viewed as unimportant. The tables of F-I composite ratings are arranged by descending F-I composite scores.

Activities that have F-I composite scores ranging from 16 to 25 are activities that advisors rated either as 4 or 5 on both frequency and importance ratings. Thus, activities with a mean F-I composite score of 16 or higher were performed very often and also were rated as very important to advisor performance. Because these activities were both frequent and important for job performance, these activities should be viewed as critical elements of the advisor role.

F-I composite ratings between 12 and 16 can be acquired through two combinations of frequency and importance ratings: 3 X 4 and 4 X 4. Activities with F-I composite scores ranging between 12 and 16 also should be considered critical to the advisor's role. These activities were rated as occurring at least once a week and being of at least moderate importance to the job. Activities receiving an F-I composite score higher than 9 also should be investigated for their criticality to the advisor role through closer inspection of the mean importance and frequency ratings. F-I composites between 9 and 12 can be achieved through the following combinations of ratings: 3 X 3 and 2 X 5. Thus, such activities might still be important to successful advising.

F-I composite scores less than 8 indicate that at least one of the frequency and importance ratings was less than or equal to two. Thus, F-I composite scores less than 8 indicate the activity was either evaluated as occurring once a month or less or of being of some to no importance. When interpreting how essential these particular activities are to the role of advisor, it might be especially important to review the frequency and importance ratings for those specific activities to determine how critical the activity is. For example, an activity might be rare (i.e., low frequency rating), but extremely important to job performance (i.e., high importance rating). Thus, for activities with lower F-I composite scores, it also is important to review both the individual frequency ratings and importance ratings before dismissing the activity as irrelevant for training or selection purposes. However, it should be noted that F-I composite scores between 0 and 1 likely received zero ratings on either the frequency or importance ratings and these activities were either rarely demonstrated and/or viewed as unimportant for the job. An examination of the frequency and importance ratings can be used to confirm whether a low F-I composite score is due to low importance, low frequency, or low ratings on both frequency and importance.

REFERENCES

- Cascio W.F. (1991). *Costing human resources: The financial impact of behavior in organizations* (3rd ed.). Boston: Kent.
- Committee on Armed Services. (2007). *Stand up and be counted: The continuing challenge of building the Iraqi Security Forces*. Report of the House Armed Services Subcommittee on Oversight and Investigations. House Subcommittee Report No. ADA469528.
- Hickey, G. C., & Davison, W. P. (1965). *The American military advisor and his foreign counterpart: The case of Vietnam*. (RM-4482-ARPA). Arlington, VA. Defense Research Projects Agency.
- Ramsden Zbylut, M., Metcalf, K. A., McGowan, B. D., Beemer, M., Brunner, J. M., & Vowels, C. L. (2009). The human dimension of advising: An analysis of interpersonal, linguistic, cultural and advisory aspects of the advisor role. (ARI Technical Report 1248). Arlington, VA: U.S. Army Research Institute for the Behavioral and Social Sciences.
- Sanchez, J. I., & Fraser, S. L. (1992). On the choice of scales for task analysis. *Journal of Applied Psychology*, 77, 545-553.
- U.S. Department of the Army. (2006). Counterinsurgency (FM 3-24). Washington, DC: Author.
- Williams, K. M., & Crafts, J. L. (1997). Inductive job analysis: The job/task inventory method. In D. L. Whetzel and G. R. Wheaton (Eds.), *Applied measurement methods in industrial psychology* (pp. 51-88). Palo Alto, CA: Davies-Black Publishing.

APPENDIX

**FREQUENCY, IMPORTANCE, AND F-I RATINGS
BY TEAM MEMBER POSITION**

APPENDIX LIST OF TABLES

Page

TEAM CHIEF

TABLE A-1.	MEANS AND STANDARD DEVIATIONS OF FREQUENCY RATINGS FOR TEAM CHIEF ACTIVITIES	A-7
TABLE A-2.	MEANS AND STANDARD DEVIATIONS OF IMPORTANCE RATINGS FOR TEAM CHIEF ACTIVITIES	A-12
TABLE A-3.	MEANS AND STANDARD DEVIATIONS OF F-I RATINGS FOR TEAM CHIEF ACTIVITIES	A-17
TABLE A-4.	MEANS AND STANDARD DEVIATIONS OF F-I, FREQUENCY, AND IMPORTANCE RATINGS FOR TEAM CHIEF KSAS	A-22

COMMUNICATION ADVISOR

TABLE A-5.	MEANS AND STANDARD DEVIATIONS OF FREQUENCY RATINGS FOR COMMUNICATION ADVISOR ACTIVITIES	A-24
TABLE A-6.	MEANS AND STANDARD DEVIATIONS OF IMPORTANCE RATINGS FOR COMMUNICATION ADVISOR ACTIVITIES	A-29
TABLE A-7.	MEANS AND STANDARD DEVIATIONS OF F-I RATINGS FOR COMMUNICATION ADVISOR ACTIVITIES	A-34
TABLE A-8.	MEANS AND STANDARD DEVIATIONS OF F-I, FREQUENCY, AND IMPORTANCE RATINGS FOR COMMUNICATION ADVISOR KSAS	A-39

COMPANY MENTOR

TABLE A-9.	MEANS AND STANDARD DEVIATIONS FOR FREQUENCY RATINGS OF COMPANY MENTOR ACTIVITIES	A-41
TABLE A-10.	MEANS AND STANDARD DEVIATIONS OF IMPORTANCE RATINGS FOR COMPANY MENTOR ACTIVITIES	A-46
TABLE A-11.	MEANS AND STANDARD DEVIATIONS OF F-I RATINGS FOR COMPANY MENTOR ACTIVITIES	A-51
TABLE A-12.	MEANS AND STANDARD DEVIATIONS OF F-I, FREQUENCY, IMPORTANCE RATINGS FOR COMPANY MENTOR KSAS	A-56

APPENDIX LIST OF TABLES (CONTINUED)

	Page
<u>DEPUTY TEAM CHIEF</u>	
TABLE A-13. MEANS AND STANDARD DEVIATIONS FOR FREQUENCY RATINGS OF DEPUTY TEAM CHIEF ACTIVITIES.....	A-58
TABLE A-14. MEANS AND STANDARD DEVIATIONS FOR IMPORTANCE RATINGS OF DEPUTY TEAM CHIEF ACTIVITIES.....	A-63
TABLE A-15. MEANS AND STANDARD DEVIATIONS FOR F-I RATINGS OF DEPUTY TEAM CHIEF ACTIVITIES	A-68
TABLE A-16. MEANS AND STANDARD DEVIATIONS OF F-I, FREQUENCY, AND IMPORTANCE RATINGS FOR DEPUTY TEAM CHIEF KSAS	A-73
<u>FIRES AND EFFECTS ADVISOR</u>	
TABLE A-17. MEANS AND STANDARD DEVIATIONS FOR FREQUENCY RATINGS OF FIRES AND EFFECTS ADVISOR ACTIVITIES	A-75
TABLE A-18. MEANS AND STANDARD DEVIATIONS FOR IMPORTANCE RATINGS OF FIRES AND EFFECTS ADVISOR ACTIVITIES	A-80
TABLE A-19. MEANS AND STANDARD DEVIATIONS FOR F-I RATINGS OF FIRES AND EFFECTS ADVISOR ACTIVITIES.....	A-85
TABLE A-20. MEANS AND STANDARD DEVIATIONS FOR F-I, FREQUENCY, AND IMPORTANCE RATINGS OF FIRES AND EFFECTS ADVISOR KSAS.....	A-90
<u>INTELLIGENCE ADVISOR</u>	
TABLE A-21. MEANS AND STANDARD DEVIATIONS FOR FREQUENCY RATINGS OF INTELLIGENCE ADVISOR ACTIVITIES.....	A-92
TABLE A-22. MEANS AND STANDARD DEVIATIONS FOR IMPORTANCE RATINGS OF INTELLIGENCE ADVISOR ACTIVITIES.....	A-97
TABLE A-23. MEANS AND STANDARD DEVIATIONS FOR F-I RATINGS OF INTELLIGENCE ADVISOR ACTIVITIES	A-102
TABLE A-24. MEANS AND STANDARD DEVIATIONS FOR F-I, FREQUENCY, AND IMPORTANCE RATINGS OF INTELLIGENCE ADVISOR KSAS	A-107

APPENDIX LIST OF TABLES (CONTINUED)

	Page
<u>LOGISTICS ADVISOR</u>	
TABLE A-25. MEANS AND STANDARD DEVIATIONS FOR FREQUENCY RATINGS OF LOGISTICS ADVISOR ACTIVITIES	A-109
TABLE A-26. MEANS AND STANDARD DEVIATIONS FOR IMPORTANCE RATINGS OF LOGISTICS ADVISOR ACTIVITIES	A-114
TABLE A-27. MEANS AND STANDARD DEVIATIONS FOR F-I RATINGS OF LOGISTICS ADVISOR ACTIVITIES	A-119
TABLE A-28. MEANS AND STANDARD DEVIATIONS FOR F-I, FREQUENCY, AND IMPORTANCE RATINGS OF LOGISTICS ADVISOR KSAS	A-124
<u>MAINTENANCE ADVISOR</u>	
TABLE A-29. MEANS AND STANDARD DEVIATIONS FOR FREQUENCY RATINGS OF MAINTENANCE ADVISOR ACTIVITIES	A-126
TABLE A-30. MEANS AND STANDARD DEVIATIONS FOR IMPORTANCE RATINGS OF MAINTENANCE ADVISOR ACTIVITIES	A-131
TABLE A-31. MEANS AND STANDARD DEVIATIONS FOR F-I RATINGS OF MAINTENANCE ADVISOR ACTIVITIES.....	A-136
TABLE A-32. MEANS AND STANDARD DEVIATIONS FOR F-I, FREQUENCY, AND IMPORTANCE RATINGS OF MAINTENANCE ADVISOR KSAS	A-141
<u>MEDIC</u>	
TABLE A-33. MEANS AND STANDARD DEVIATIONS FOR FREQUENCY RATINGS OF MEDIC ACTIVITIES	A-143
TABLE A-34. MEANS AND STANDARD DEVIATIONS FOR IMPORTANCE RATINGS OF MEDIC ACTIVITIES	A-148
TABLE A-35. MEANS AND STANDARD DEVIATIONS FOR F-I RATINGS OF MEDIC ACTIVITIES.....	A-153
TABLE A-36. MEANS AND STANDARD DEVIATIONS FOR F-I, FREQUENCY, AND IMPORTANCE RATINGS OF MEDIC KSAS	A-158

APPENDIX LIST OF TABLES (CONTINUED)

		Page
	<u>NCOIC</u>	
TABLE A-37.	MEANS AND STANDARD DEVIATIONS FOR FREQUENCY RATINGS OF NCOIC ACTIVITIES	A-160
TABLE A-38.	MEANS AND STANDARD DEVIATIONS FOR IMPORTANCE RATINGS OF NCOIC ACTIVITIES	A-165
TABLE A-39.	MEANS AND STANDARD DEVIATIONS FOR F-I RATINGS OF NCOIC ACTIVITIES	A-170
TABLE A-40.	MEANS AND STANDARD DEVIATIONS FOR F-I, FREQUENCY, AND IMPORTANCE RATINGS OF NCOIC KSAS	A-175
	<u>OPERATIONS ADVISOR</u>	
TABLE A-41.	MEANS AND STANDARD DEVIATIONS FOR FREQUENCY RATINGS OF OPERATIONS ADVISOR ACTIVITIES	A-177
TABLE A-42.	MEANS AND STANDARD DEVIATIONS FOR IMPORTANCE RATINGS OF OPERATIONS ADVISOR ACTIVITIES	A-182
TABLE A-43.	MEANS AND STANDARD DEVIATIONS FOR F-I RATINGS OF OPERATIONS ADVISOR ACTIVITIES	A-187
TABLE A-44.	MEANS AND STANDARD DEVIATIONS FOR F-I, FREQUENCY, AND IMPORTANCE RATINGS OF OPERATIONS ADVISOR KSAS	A-192
	<u>PERSONNEL ADVISOR</u>	
TABLE A-45.	MEANS AND STANDARD DEVIATIONS FOR FREQUENCY RATINGS OF PERSONNEL ADVISOR ACTIVITIES	A-194
TABLE A-46.	MEANS AND STANDARD DEVIATIONS FOR IMPORTANCE RATINGS OF PERSONNEL ADVISOR ACTIVITIES	A-199
TABLE A-47.	MEANS AND STANDARD DEVIATIONS FOR F-I RATINGS OF PERSONNEL ADVISOR ACTIVITIES	A-204
TABLE A-48.	MEANS AND STANDARD DEVIATIONS FOR F-I, FREQUENCY, AND IMPORTANCE RATINGS OF PERSONNEL ADVISOR KSAS .	A-209

APPENDIX LIST OF TABLES (CONTINUED)

	Page
<u>STAFF/MANEUVER ADVISOR</u>	
TABLE A-49. MEANS AND STANDARD DEVIATIONS FOR FREQUENCY RATINGS OF STAFF/MANEUVER ADVISOR ACTIVITIES.....	A-212
TABLE A-50. MEANS AND STANDARD DEVIATIONS FOR IMPORTANCE RATINGS OF STAFF/MANEUVER ADVISOR ACTIVITIES.....	A-216
TABLE A-51. MEANS AND STANDARD DEVIATIONS FOR F-I RATINGS OF STAFF/MANEUVER ADVISOR ACTIVITIES	A-222
TABLE A-52. MEANS AND STANDARD DEVIATIONS FOR F-I, FREQUENCY, AND IMPORTANCE RATINGS OF STAFF/MANEUVER ADVISOR KSAS.....	A-226

Table A-1
Means and Standard Deviations of Frequency Ratings for Team Chief Activities

<i>Team Chief Activities (Frequency)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Communicate through an interpreter.	4.58	0.58	67
Demonstrate a positive attitude.	4.40	0.63	67
Demonstrate tolerance toward individuals from another culture.	4.34	0.93	67
Exhibit a strong work ethic.	4.33	0.77	67
Actively listen to individuals from another culture.	4.31	0.84	67
Be tactful toward individuals from another culture.	4.30	0.89	67
Establish your credibility with your counterpart.	4.23	0.86	66
Conduct a meeting through an interpreter.	4.22	0.79	67
Serve as a role model for your counterpart.	4.21	0.93	67
Demonstrate to your counterpart that the transition team provides something of value.	4.15	0.83	66
Behave respectfully within the constraints of the relevant culture.	4.06	1.10	65
Recognize differences between Western culture and your counterpart's culture.	4.01	1.16	67
Build a close relationship with your counterpart.	4.00	1.06	67
Recognize differences between U.S. military culture and your counterpart's military culture.	3.92	1.14	66
Interpret the body language of individuals from your counterpart's culture.	3.79	1.31	67
Read the facial expressions of individuals from your counterpart's culture.	3.76	1.26	67
Become comfortable with non-Western cultural norms.	3.73	1.39	66
Exchanging common greetings in your counterpart's language.	3.72	1.69	67
Ask about your counterpart's Family.	3.63	1.11	67
Instruct a counterpart with the aid of an interpreter.	3.61	1.34	67
Speak common words in your counterpart's language.	3.61	1.62	67
Be supportive of a counterpart's decisions and activities.	3.61	1.14	66
Understand the background of your counterpart.	3.59	1.16	64
Evaluate the trustworthiness of your interpreter.	3.57	1.38	65
Use gestures commonly found in the host nation's culture.	3.57	1.60	67
Stress sustainability to the counterpart.	3.57	1.14	67
Interpret the gestures of individuals from your counterpart's culture.	3.55	1.55	67
Capitalize on what motivates your counterpart.	3.55	1.12	67
Communicate to your counterpart that you respect him.	3.53	1.11	66
Mentor or provide a counterpart with advice or counsel to assist him in making a decision through a mutually developed bond of trust.	3.49	1.21	67
Become comfortable with eating the food of another culture.	3.47	1.19	66
Interact with U.S. coalition forces (non-transition team members).	3.45	1.46	67
Stress unity of effort/purpose with one's counterpart.	3.45	1.31	67

<i>Team Chief Activities (Frequency)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Understand your interpreter's cultural biases.	3.45	1.43	65
Understand the background of your interpreter.	3.41	1.44	64
Predict how your counterpart will behave.	3.40	1.38	67
Gain the trust of individuals from the relevant culture.	3.39	1.31	66
Understand the capabilities of your interpreter.	3.39	1.62	64
Gain commitment from the counterpart and the counterpart's team.	3.36	1.15	66
Capitalize on the similarities between your beliefs, values, and goals and those of your counterpart.	3.34	1.35	67
Praise your counterpart for good performance.	3.33	1.13	67
Demonstrate support for your counterpart (increase authority and legitimacy by deferring, promoting, remaining in the shadows as much as possible).	3.33	1.24	67
Adjust the way you treated individuals from the other culture, depending on their rank.	3.33	1.46	64
Follow-up with your counterpart to ensure that work has been accomplished.	3.32	1.14	66
Demonstrate enthusiasm of the transition team work to your counterpart.	3.31	1.37	67
Identify the training needs of your counterpart's unit.	3.30	1.21	67
Recognize when individuals from the other culture were trying to manipulate you.	3.29	1.31	63
Identify the training needs of your counterpart.	3.28	1.17	67
Assess the strengths and weaknesses of your counterpart's unit.	3.24	1.34	67
Spend "unstructured time" with your counterpart.	3.24	1.21	67
Display the body language and posture commonly found in the host nation's culture.	3.22	1.82	67
Express compassion toward individuals of a different culture.	3.18	1.37	65
Prepare an interpreter for a meeting.	3.18	1.21	66
Influence how your counterpart perceives your transition team.	3.18	1.34	67
Determine which information to provide and withhold from a counterpart.	3.16	1.50	67
Judge your counterpart's actions according to his cultural standards.	3.15	1.50	66
Communicate organizational goals and objectives to the counterpart.	3.15	1.18	66
Recognize how your counterpart's understanding of time impacts his behavior and decisions.	3.15	1.46	66
Assess the readiness of your counterpart's unit to perform missions.	3.15	1.28	67
Understand how religion impacts the current operating environment.	3.12	1.28	65
Influence how your counterpart perceives you.	3.10	1.40	67
Stress the legitimacy of the transition team work.	3.09	1.48	67
Capitalize on your counterpart's perspective or point of view.	3.09	1.30	67
Adjust the way you treated individuals from the other culture, depending on their age.	3.08	1.44	66
Use rational persuasion (i.e., provide logical arguments and evidence) to influence your counterpart.	3.01	1.33	67
Take advantage of the concept of honor in your counterpart's culture.	2.94	1.40	67

<i>Team Chief Activities (Frequency)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Give your counterpart feedback for poor performance.	2.93	1.34	67
Use knowledge about customs and traditions to understand the behavior of an individual from the relevant culture.	2.91	1.39	67
Teach or instruct a counterpart in acquiring or improving a skill or ability.	2.90	1.33	67
Capitalize on your counterpart's belief system.	2.88	1.37	67
Coach or guide a counterpart to reach the next level of knowledge or skill.	2.87	1.40	67
Apply principles of team building in a cross-cultural setting.	2.85	1.49	66
Explain to your counterpart how compliance with your request would benefit him (i.e., apply "apprising" tactics to influence your counterpart).	2.83	1.38	66
Establish short term goals for your counterpart to accomplish.	2.82	1.18	67
Spend "unstructured time" with your interpreter.	2.80	1.59	66
Limit how your cultural bias affects your perceptions of your counterpart's behavior.	2.80	1.49	66
Share your personal history or information with your counterpart.	2.79	1.32	67
Use knowledge about military influences to understand the behavior of an individual from the relevant culture.	2.76	1.35	67
Deal with U.S. coalition partners who do not understand the transition team purpose and mission.	2.76	1.77	66
Find ways to deal with or work around corruption in the local environment.	2.74	1.59	66
Employ a Rapport Plan (continuously plan, execute, and refine methods to increase the closeness of the relationship with your counterpart).	2.73	1.60	67
Build a consensus with individuals from the relevant culture.	2.73	1.32	66
Stress to coalition forces that the advisor is not in command of the counterpart.	2.73	1.64	66
Prevent personal feelings toward your counterpart from interfering with the transition team mission.	2.72	1.56	65
Deal with corruption in your counterpart's organization.	2.70	1.57	67
Use knowledge about social influences to understand the behavior of an individual from the relevant culture.	2.69	1.34	67
Use knowledge about professional influences to understand the behavior of an individual from the relevant culture.	2.67	1.52	67
Display the facial expressions commonly used by individuals from the host nation.	2.67	1.88	67
Identify sources of corruption in the local environment.	2.66	1.51	67
Manage interpersonal conflict effectively in a cross-cultural setting.	2.65	1.39	66
Take advantage of the concept of hospitality in your counterpart's culture.	2.62	1.64	66
Take advantage of the role of power and authority in the relevant culture.	2.59	1.72	66
Promote your counterpart's authority to coalition forces.	2.58	1.45	66
Influence your counterpart to adopt a course of action by telling him that you would collaborate (e.g., indicate that you would cooperate or provide resources).	2.57	1.33	67
Use knowledge about religious influences to understand the behavior of an individual from the relevant culture.	2.55	1.33	67

<i>Team Chief Activities (Frequency)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Adjust the way you treated individuals from the other culture, depending on their social status.	2.54	1.62	65
Communicate the long term goals of the U.S. military to your counterpart.	2.53	1.37	66
Share personal information about yourself with your interpreter.	2.52	1.46	67
Become comfortable with same-sex activities (e.g., male-male hand holding, kissing during greetings).	2.52	1.87	66
Restrict sensitive information provided to a counterpart.	2.49	1.62	67
Assess the impact of information on military factors.	2.47	1.58	66
Apply pressure tactics as a way to influence your counterpart.	2.46	1.48	67
Understand the general theology of different religions found in your operating area.	2.46	1.52	65
Interact with foreign coalition forces.	2.43	1.89	67
Understand the history of different religions found in your operating area.	2.43	1.50	63
Take advantage of the host nation's military culture.	2.42	1.58	67
Manage a training program that targets individuals from another culture.	2.40	1.64	67
Understand the implications of religion for military operations.	2.39	1.46	66
Use knowledge about tribal influences to understand the behavior of an individual from the relevant culture.	2.36	1.43	67
Prepare one's transition team for a meeting in which an interpreter would be used.	2.36	1.59	67
Use your legitimate authority (i.e., your position, rank, or status) to influence your counterpart.	2.31	1.41	67
Explain the role of the transition team to coalition forces.	2.31	1.50	67
Deal with chain of command issues with coalition forces	2.30	1.61	67
Use knowledge about economic influences to understand the behavior of an individual from the relevant culture.	2.28	1.29	67
Take advantage of the role of reconciliation in your counterpart's culture.	2.22	1.58	67
Speak to others in the host nation's language.	2.22	1.87	67
Use knowledge about educational influences to understand the behavior of an individual from the relevant culture.	2.21	1.31	67
Take advantage of how historical events are relevant to the current operating environment.	2.18	1.31	66
Let your counterpart participate in transition team activities or decisions in order to gain his compliance and commitment (i.e., use participation as an influence tactic).	2.16	1.73	67
Use knowledge about geography to understand the behavior of an individual from the relevant culture.	2.16	1.45	67
Preparing your counterpart to conduct negotiations and meetings.	2.13	1.36	67
Use knowledge about historical influences to understand the behavior of an individual from the relevant culture.	2.10	1.35	67
Take advantage of the social hierarchy of the relevant culture.	2.10	1.55	67
Adjust the way you treated individuals from the other culture, depending on their gender.	2.09	1.76	67
Identify and manage potential divisions among religious groups.	2.08	1.63	64

<i>Team Chief Activities (Frequency)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Use knowledge about demographic influences (e.g., age, sex) to understand the behavior of an individual from the relevant culture.	2.06	1.31	67
Use personal appeal (i.e., ask an individual to comply out of loyalty or friendship) to influence your counterpart.	2.06	1.60	67
Assess the impact of information on politics.	1.96	1.47	67
Appeal to the emotions of your counterpart (i.e., engage in inspirational influence tactics) to influence him.	1.94	1.41	67
Offer your counterpart a desired item or action in exchange for compliance with a request (i.e., us exchange tactics as a way to influence your counterpart).	1.91	1.38	66
Assess the impact of information on social factors.	1.89	1.46	66
Assess the impact of information on local economic factors.	1.84	1.40	67
Provide symbolic rewards (e.g., certificates, coins) to your counterpart for good performance.	1.81	1.50	67
Use knowledge about criminal influences to understand the behavior of an individual from the relevant culture.	1.78	1.40	67
Work with an unfamiliar interpreter.	1.70	1.01	66
Prepare coalition partners to conduct cross-cultural negotiations and meetings.	1.64	1.54	67
Deal with foreign coalition partners who do not understand the transition team purpose and mission.	1.64	1.80	67
Instruct a counterpart without the aid of an interpreter.	1.56	1.50	66
Disclose sensitive information to a counterpart.	1.51	1.41	67
Adjust the way you treated individuals from the other culture, depending on his/her tribal affiliation.	1.42	1.61	67
Manage the release of information to local civilians.	1.21	1.45	67
Talk about Family in your counterpart's language.	1.07	1.51	67
Talk about economic issues in your counterpart's language	0.85	1.51	67
Talk about tribal issues in your counterpart's language.	0.84	1.47	67
Capitalize on the concept of "revenge" in your counterpart's culture.	0.73	1.27	66
Talk about sports in your counterpart's language.	0.63	1.30	67
Work with an interpreter from the local population who has not been vetted.	0.61	1.01	67
Talk about religion in your counterpart's language.	0.57	1.26	67
Talk about politics in your counterpart's language.	0.52	1.30	67
Read the host nation's language.	0.48	1.08	67
Write in the host nation's language.	0.18	0.63	67

Note. 5= More than once a day, 4 = Once a day, 3 = Once a week, 2 = Once a month, 1 = A few times, 0 = Did not perform

Table A-2
Means and Standard Deviations of Importance Ratings for Team Chief Activities

<i>Team Chief Activities (Importance)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Communicate through an interpreter.	4.79	0.51	67
Establish your credibility with your counterpart.	4.69	0.78	67
Conduct a meeting through an interpreter.	4.69	0.63	67
Evaluate the trustworthiness of your interpreter.	4.67	0.77	67
Exhibit a strong work ethic.	4.58	0.70	67
Demonstrate to your counterpart that the transition team provides something of value.	4.58	0.70	67
Demonstrate a positive attitude.	4.58	0.68	67
Build a close relationship with your counterpart.	4.57	0.76	67
Behave respectfully within the constraints of the relevant culture.	4.56	0.61	66
Understand the capabilities of your interpreter.	4.54	0.86	67
Serve as a role model for your counterpart.	4.54	0.82	67
Demonstrate tolerance toward individuals from another culture.	4.52	0.68	66
Be tactful toward individuals from another culture.	4.48	0.68	67
Praise your counterpart for good performance.	4.45	0.71	66
Recognize when individuals from the other culture were trying to manipulate you.	4.44	0.78	63
Actively listen to individuals from another culture.	4.42	0.83	65
Understand the background of your interpreter.	4.41	0.93	66
Understand the background of your counterpart.	4.41	0.70	66
Understand your interpreter's cultural biases.	4.34	0.99	67
Be supportive of a counterpart's decisions and activities.	4.33	0.88	66
Gain commitment from the counterpart and the counterpart's team.	4.33	0.85	66
Communicate to your counterpart that you respect him.	4.32	0.81	66
Instruct a counterpart with the aid of an interpreter.	4.29	0.97	66
Give your counterpart feedback for poor performance.	4.28	0.92	67
Identify the training needs of your counterpart's unit.	4.28	0.92	67
Capitalize on what motivates your counterpart.	4.28	0.88	67
Follow-up with your counterpart to ensure that work has been accomplished.	4.27	0.91	67
Identify the training needs of your counterpart.	4.25	0.91	67
Deal with corruption in your counterpart's organization.	4.23	1.29	66
Recognize differences between Western culture and your counterpart's culture.	4.22	1.15	67
Mentor or provide a counterpart with advice or counsel to assist him in making a decision through a mutually developed bond of trust.	4.22	0.97	67
Assess the strengths and weaknesses of your counterpart's unit.	4.19	1.14	67
Demonstrate support for your counterpart (increase authority and legitimacy by deferring, promoting, remaining in the shadows as much as possible).	4.18	1.07	67

<i>Team Chief Activities (Importance)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Stress sustainability to the counterpart.	4.18	1.00	67
Ask about your counterpart's Family.	4.17	1.02	66
Recognize differences between U.S. military culture and your counterpart's military culture.	4.15	1.12	67
Spend "unstructured time" with your counterpart.	4.13	0.80	67
Become comfortable with eating the food of another culture.	4.12	1.16	67
Predict how your counterpart will behave.	4.10	1.16	67
Gain the trust of individuals from the relevant culture.	4.10	1.06	67
Assess the readiness of your counterpart's unit to perform missions.	4.07	1.23	67
Establish short term goals for your counterpart to accomplish.	4.04	0.93	67
Interpret the body language of individuals from your counterpart's culture.	4.03	1.25	67
Find ways to deal with or work around corruption in the local environment.	4.02	1.39	65
Read the facial expressions of individuals from your counterpart's culture.	4.01	1.21	67
Determine which information to provide and withhold from a counterpart.	4.01	1.41	67
Stress unity of effort/purpose with one's counterpart.	4.00	1.28	67
Prepare an interpreter for a meeting.	4.00	1.09	67
Communicate organizational goals and objectives to the counterpart.	3.97	0.93	65
Adjust the way you treated individuals from the other culture, depending on their rank.	3.94	1.23	66
Understand how religion impacts the current operating environment.	3.94	1.10	65
Become comfortable with non-Western cultural norms.	3.93	1.34	67
Explain the role of the transition team to coalition forces.	3.93	1.46	67
Express compassion toward individuals of a different culture.	3.89	1.20	66
Demonstrate enthusiasm of the transition team work to your counterpart.	3.88	1.25	67
Stress to coalition forces that the advisor is not in command of the counterpart.	3.88	1.52	67
Capitalize on your counterpart's perspective or point of view.	3.88	0.99	67
Interpret the gestures of individuals from your counterpart's culture.	3.88	1.38	67
Interact with U.S. coalition forces (non-transition team members).	3.87	1.40	67
Capitalize on the similarities between your beliefs, values, and goals and those of your counterpart.	3.87	1.28	67
Identify sources of corruption in the local environment.	3.86	1.29	66
Influence how your counterpart perceives your transition team.	3.85	1.31	67
Recognize how your counterpart's understanding of time impacts his behavior and decisions.	3.85	1.19	66
Adjust the way you treated individuals from the other culture, depending on their age.	3.83	1.27	66
Promote your counterpart's authority to coalition forces.	3.82	1.39	67
Teach or instruct a counterpart in acquiring or improving a skill or ability.	3.82	1.21	67

<i>Team Chief Activities (Importance)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Use rational persuasion (i.e., provide logical arguments and evidence) to influence your counterpart.	3.81	1.13	67
Influence how your counterpart perceives you.	3.78	1.32	67
Take advantage of the concept of honor in your counterpart's culture.	3.78	1.23	67
Limit how your cultural bias affects your perceptions of your counterpart's behavior.	3.76	1.44	66
Stress the legitimacy of the transition team work.	3.75	1.42	67
Build a consensus with individuals from the relevant culture.	3.74	1.24	66
Apply principles of team building in a cross-cultural setting.	3.73	1.31	66
Restrict sensitive information provided to a counterpart.	3.72	1.56	67
Use gestures commonly found in the host nation's culture.	3.72	1.53	67
Judge your counterpart's actions according to his cultural standards.	3.71	1.43	66
Exchanging common greetings in your counterpart's language.	3.71	1.71	66
Share your personal history or information with your counterpart.	3.71	1.25	66
Coach or guide a counterpart to reach the net level of knowledge or skill.	3.70	1.22	67
Explain to your counterpart how compliance with your request would benefit him (i.e., apply "appraising" tactics to influence your counterpart).	3.70	1.10	66
Deal with U.S. coalition partners who do not understand the transition team purpose and mission.	3.70	1.75	66
Prevent personal feelings toward your counterpart from interfering with the transition team mission.	3.67	1.57	66
Speak common words in your counterpart's language.	3.66	1.63	67
Communicate the long term goals of the U.S. military to your counterpart.	3.65	1.42	66
Adjust the way you treated individuals from the other culture, depending on their social status.	3.64	1.43	66
Manage interpersonal conflict effectively in a cross-cultural setting.	3.63	1.36	65
Use knowledge about social influences to understand the behavior of an individual from the relevant culture.	3.60	1.22	67
Use knowledge about military influences to understand the behavior of an individual from the relevant culture.	3.58	1.23	67
Capitalize on your counterpart's belief system.	3.58	1.17	67
Use knowledge about customs and traditions to understand the behavior of an individual from the relevant culture.	3.58	1.14	67
Provide symbolic rewards (e.g., certificates, coins) to your counterpart for good performance.	3.52	1.62	67
Apply pressure tactics as a way to influence your counterpart.	3.51	1.46	67
Employ a Rapport Plan (continuously plan, execute, and refine methods to increase the closeness of the relationship with your counterpart).	3.51	1.53	67
Use knowledge about professional influences to understand the behavior of an individual from the relevant culture.	3.49	1.41	67

<i>Team Chief Activities (Importance)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Use knowledge about religious influences to understand the behavior of an individual from the relevant culture.	3.46	1.27	67
Understand the general theology of different religions found in your operating area.	3.44	1.49	66
Spend "unstructured time" with your interpreter.	3.43	1.42	65
Influence your counterpart to adopt a course of action by telling him that you would collaborate (e.g., indicate that you would cooperate or provide resources).	3.36	1.26	67
Deal with chain of command issues with coalition forces	3.34	1.69	67
Understand the history of different religions found in your operating area.	3.34	1.47	65
Display the body language and posture commonly found in the host nation's culture.	3.30	1.67	66
Take advantage of the concept of hospitality in your counterpart's culture.	3.29	1.56	66
Understand the implications of religion for military operations.	3.29	1.51	66
Assess the impact of information on military factors.	3.27	1.50	66
Use knowledge about economic influences to understand the behavior of an individual from the relevant culture.	3.27	1.12	67
Manage a training program that targets individuals from another culture.	3.25	1.68	67
Use knowledge about tribal influences to understand the behavior of an individual from the relevant culture.	3.25	1.37	67
Take advantage of the role of power and authority in the relevant culture.	3.25	1.66	67
Share personal information about yourself with your interpreter.	3.24	1.40	66
Interact with foreign coalition forces.	3.24	1.97	67
Preparing your counterpart to conduct negotiations and meetings.	3.21	1.45	67
Become comfortable with same-se activities (e.g., male-male hand holding, kissing during greetings).	3.20	1.77	66
Use knowledge about demographic influences (e.g., age, se) to understand the behavior of an individual from the relevant culture.	3.20	1.04	66
Adjust the way you treated individuals from the other culture, depending on their gender.	3.18	1.94	66
Use knowledge about educational influences to understand the behavior of an individual from the relevant culture.	3.13	1.23	67
Take advantage of how historical events are relevant to the current operating environment.	3.12	1.41	66
Disclose sensitive information to a counterpart.	3.12	1.82	67
Prepare one's transition team for a meeting in which an interpreter would be used.	3.10	1.62	67
Work with an unfamiliar interpreter.	3.09	1.51	66
Take advantage of the role of reconciliation in your counterpart's culture.	3.09	1.59	67
Identify and manage potential divisions among religious groups.	3.08	1.78	64
Take advantage of the host nation's military culture.	3.07	1.65	67
Speak to others in the host nation's language.	3.06	1.74	66
Use knowledge about geography to understand the behavior of an individual from the relevant culture.	3.06	1.30	67

<i>Team Chief Activities (Importance)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Use knowledge about historical influences to understand the behavior of an individual from the relevant culture.	3.04	1.27	67
Use your legitimate authority (i.e., your position, rank, or status) to influence your counterpart.	2.95	1.50	66
Prepare coalition partners to conduct cross-cultural negotiations and meetings.	2.93	1.84	67
Offer your counterpart a desired item or action in exchange for compliance with a request (i.e., us exchange tactics as a way to influence your counterpart).	2.93	1.47	67
Display the facial expressions commonly used by individuals from the host nation.	2.91	1.72	66
Let your counterpart participate in transition team activities or decisions in order to gain his compliance and commitment (i.e., use participation as an influence tactic).	2.91	1.72	66
Take advantage of the social hierarchy of the relevant culture.	2.90	1.62	67
Use knowledge about criminal influences to understand the behavior of an individual from the relevant culture.	2.88	1.59	67
Assess the impact of information on social factors.	2.88	1.59	66
Use personal appeal (i.e., ask an individual to comply out of loyalty or friendship) to influence your counterpart.	2.78	1.62	67
Appeal to the emotions of your counterpart (i.e., engage in inspirational influence tactics) to influence him.	2.78	1.44	67
Assess the impact of information on politics.	2.73	1.64	67
Instruct a counterpart without the aid of an interpreter.	2.71	1.63	65
Assess the impact of information on local economic factors.	2.70	1.66	67
Manage the release of information to local civilians.	2.55	1.78	67
Deal with foreign coalition partners who do not understand the transition team purpose and mission.	2.44	2.08	66
Adjust the way you treated individuals from the other culture, depending on his/her tribal affiliation.	2.22	1.81	67
Talk about Family in your counterpart's language.	2.05	1.81	66
Talk about economic issues in your counterpart's language	1.67	1.76	66
Talk about tribal issues in your counterpart's language.	1.67	1.76	66
Work with an interpreter from the local population who has not been vetted.	1.52	1.84	66
Talk about politics in your counterpart's language.	1.44	1.58	66
Capitalize on the concept of "revenge" in your counterpart's culture.	1.42	1.63	66
Talk about religion in your counterpart's language.	1.35	1.55	65
Talk about sports in your counterpart's language.	1.30	1.49	66
Read the host nation's language.	1.26	1.38	66
Write in the host nation's language.	0.97	1.23	66

Note. 5= Extremely important, 4 = Very important, 3 = Moderately important, 2 = Some importance, 1 = Little importance, 0 = None

Table A-3
Means and Standard Deviations of F-I Ratings for Team Chief Activities

<i>Team Chief Activities (F-I Composite)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Communicate through an interpreter	22.03	4.02	67
Demonstrate a positive attitude	20.36	4.86	67
Exhibit a strong work ethic	20.21	5.21	67
Establish your credibility with your counterpart	20.08	5.63	66
Demonstrate tolerance toward individuals from another culture	20.05	5.97	66
Conduct a meeting through an interpreter	20.00	5.01	67
Serve as a role model for your counterpart	19.66	6.12	67
Be tactful toward individuals from another culture	19.63	5.72	67
Actively listen to individuals from another culture	19.58	5.89	65
Demonstrate to your counterpart that the transition team provides something of value	19.30	5.34	66
Behave respectfully within the constraints of the relevant culture	18.89	6.35	65
Build a close relationship with your counterpart	18.64	6.39	67
Recognize differences between Western culture and your counterpart's culture	17.69	7.52	67
Evaluate the trustworthiness of your interpreter	17.15	7.15	65
Recognize differences between US military culture and your counterpart's military culture	17.08	7.17	66
Interpret the body language of individuals from your counterpart's culture	16.54	7.66	67
Instruct a counterpart with the aid of an interpreter	16.27	7.48	66
Understand the background of your counterpart	16.27	6.37	64
Read the facial expressions of individuals from your counterpart's culture	16.21	7.46	67
Be supportive of a counterpart's decisions and activities	16.12	6.68	66
Become comfortable with non-Western cultural norms	16.05	7.87	66
Exchange common greetings in your counterpart's language	15.93	9.18	67
Understand the capabilities of your interpreter	15.89	8.67	64
Ask about your counterpart's Family	15.85	7.01	66
Communicate to your counterpart that you respect him	15.76	6.44	66
Capitalize on what motivates your counterpart	15.73	6.46	67
Understand the background of your interpreter	15.66	7.76	64
Stress sustainability to the counterpart	15.55	7.10	67
Understand your interpreter's cultural biases	15.51	7.40	65
Mentor or provide a counterpart with advice or counsel to assist him in making a decision through a mutually developed bond of trust	15.49	6.94	67
Interpret the gestures of individuals from your counterpart's culture	15.42	8.81	67
Praise your counterpart for good performance	15.35	6.38	66
Use gestures commonly found in the host nation's culture	15.30	8.66	67

<i>Team Chief Activities (F-I Composite)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Become comfortable with eating the food of another culture	15.29	6.63	66
Speak common words in your counterpart's language	15.28	9.06	67
Gain commitment from the counterpart and the counterpart's team	15.06	6.80	66
Predict how your counterpart will behave	14.99	7.71	67
Recognize when individuals from the other culture were trying to manipulate you	14.95	7.04	63
Stress unity of effort/purpose with one's counterpart	14.94	7.44	67
Demonstrate support for your counterpart (increase authority and legitimacy by deferring, promoting, remaining in the shadows as much as possible)	14.84	6.90	67
Identify the training needs of your counterpart's unit	14.79	6.76	67
Gain the trust of individuals from the relevant culture	14.76	7.56	66
Follow-up with your counterpart to ensure that work has been accomplished	14.73	6.22	66
Assess the strengths and weaknesses of your counterpart's unit	14.69	7.28	67
Interact with US coalition forces (non-transition team members)	14.64	7.38	67
Identify the training needs of your counterpart	14.55	6.56	67
Adjust the way you treated individuals from the other culture, depending on their rank	14.25	7.51	64
Capitalize on the similarities between your beliefs, values, and goals and those of your counterpart	14.21	7.77	67
Determine which information to provide and withhold from a counterpart	14.18	7.81	67
Demonstrate enthusiasm of the transition team work to your counterpart	14.06	7.46	67
Assess the readiness of your counterpart's unit to perform missions	13.94	6.78	67
Spend "unstructured time" with your counterpart	13.84	6.58	67
Influence how your counterpart perceives your transition team	13.58	7.49	67
Express compassion toward individuals of a different culture	13.46	7.53	65
Judge your counterpart's actions according to his cultural standards	13.42	7.74	66
Prepare an interpreter for a meeting	13.30	7.01	66
Recognize how your counterpart's understanding of time impacts his behavior and decisions	13.30	7.61	66
Give your counterpart feedback for poor performance	13.24	7.11	67
Display the body language and posture commonly found in the host nation's culture	13.24	9.16	67
Influence how your counterpart perceives you	13.13	7.49	67
Stress the legitimacy of the transition team work	13.07	7.88	67
Adjust the way you treated individuals from the other culture, depending on their age	13.06	7.57	66
Understand how religion impacts the current operating environment	13.03	7.03	65
Communicate organizational goals and objectives to the counterpart	13.03	6.71	65
Deal with corruption in your counterpart's organization	12.67	8.12	66
Capitalize on your counterpart's perspective or point of view	12.61	6.76	67

<i>Team Chief Activities (F-I Composite)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Use rational persuasion (i.e., provide logical arguments and evidence) to influence your counterpart	12.39	7.51	67
Find ways to deal with or work around corruption in the local environment	12.28	8.16	65
Take advantage of the concept of honor in your counterpart's culture	12.22	7.60	67
Stress to coalition forces that the advisor is not in command of the counterpart	12.09	8.62	66
Teach or instruct a counterpart in acquiring or improving a skill or ability	12.06	6.94	67
Deal with US coalition partners who do not understand the transition team purpose and mission	12.03	8.98	66
Establish short term goals for your counterpart to accomplish	11.96	6.01	67
Apply principles of team building in a cross-cultural setting	11.92	7.73	66
Limit how your cultural bias affects your perceptions of your counterpart's behavior	11.76	7.72	66
Share your personal history or information with your counterpart	11.64	7.12	66
Coach or guide a counterpart to reach the next level of knowledge or skill	11.61	7.33	67
Employ a Rapport Plan (continuously plan, execute, and refine methods to increase the closeness of the relationship with your counterpart)	11.49	8.08	67
Prevent personal feelings toward your counterpart from interfering with the transition team mission	11.46	7.78	65
Use knowledge about customs and traditions to understand the behavior of an individual from the relevant culture	11.36	7.32	67
Identify sources of corruption in the local environment	11.35	7.89	66
Explain to your counterpart how compliance with your request would benefit him (i.e., apply "apprising" tactics to influence your counterpart)	11.35	7.21	66
Spend "unstructured time" with your interpreter	11.28	8.11	64
Capitalize on your counterpart's belief system	11.24	6.88	67
Build a consensus with individuals from the relevant culture	11.21	7.40	66
Promote your counterpart's authority to coalition forces	11.03	7.53	66
Use knowledge about military influences to understand the behavior of an individual from the relevant culture	10.85	6.95	67
Manage interpersonal conflict effectively in a cross-cultural setting	10.80	7.21	65
Adjust the way you treated individuals from the other culture, depending on their social status	10.74	8.13	65
Interact with foreign coalition forces	10.70	9.03	67
Restrict sensitive information provided to a counterpart	10.70	7.69	67
Use knowledge about professional influences to understand the behavior of an individual from the relevant culture	10.66	7.70	67
Use knowledge about social influences to understand the behavior of an individual from the relevant culture	10.64	7.08	67
Take advantage of the role of power and authority in the relevant culture	10.59	8.49	66

<i>Team Chief Activities (F-I Composite)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Become comfortable with same-sex activities (e.g., male-male hand holding, kissing during greetings)	10.55	8.77	66
Take advantage of the concept of hospitality in your counterpart's culture	10.47	8.17	66
Communicate the long term goals of the US military to your counterpart	10.44	7.12	66
Explain the role of the transition team to coalition forces	10.37	7.43	67
Display the facial expressions commonly used by individuals from the host nation	10.31	8.93	67
Apply pressure tactics as a way to influence your counterpart	9.99	7.63	67
Use knowledge about religious influences to understand the behavior of an individual from the relevant culture	9.94	6.71	67
Understand the general theology of different religions found in your operating area	9.91	7.60	65
Assess the impact of information on military factors	9.85	8.05	66
Manage a training program that targets individuals from another culture	9.73	8.08	67
Deal with chain of command issues with coalition forces	9.67	8.19	67
Share personal information about yourself with your interpreter	9.59	7.87	66
Influence your counterpart to adopt a course of action by telling him that you would collaborate (e.g., indicate that you would cooperate or provide resources)	9.58	6.40	67
Understand the history of different religions found in your operating area	9.51	7.23	63
Take advantage of the host nation's military culture	9.39	7.35	67
Understand the implications of religion for military operations	9.36	7.15	66
Prepare one's transition team for a meeting in which an interpreter would be used	9.22	7.71	67
Adjust the way you treated individuals from the other culture, depending on their gender	8.96	8.79	67
Use knowledge about tribal influences to understand the behavior of an individual from the relevant culture	8.87	7.16	67
Speak to others in the host nation's language	8.86	8.70	66
Identify and manage potential divisions among religious groups	8.58	7.92	64
Take advantage of the role of reconciliation in your counterpart's culture	8.54	7.32	67
Let your counterpart participate in transition team activities and decisions in order to gain his compliance and commitment (i.e., use participation as an influence tactic)	8.50	8.28	66
Use knowledge about economic influences to understand the behavior of an individual from the relevant culture	8.34	6.31	67
Use your legitimate authority (i.e., your position, rank, or status) to influence your counterpart	8.24	6.83	66
Prepare your counterpart to conduct negotiations and meetings	8.15	6.37	67
Use knowledge about geography to understand the behavior of an individual from the relevant culture	7.97	6.98	67
Take advantage of how historical events relate to the current operating environment	7.92	6.15	66
Use knowledge about educational influences to understand the behavior of an individual from the relevant culture	7.90	6.24	67
Take advantage of the social hierarchy of the relevant culture	7.90	7.14	67

<i>Team Chief Activities (F-I Composite)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Use personal appeal (i.e., ask an individual to comply out of loyalty or friendship) to influence your counterpart	7.75	7.43	67
Provide symbolic rewards (e.g., certificates, coins) to your counterpart for good performance	7.63	7.20	67
Use knowledge about historical influences to understand the behavior of an individual from the relevant culture	7.61	6.71	67
Use knowledge about demographic influences (e.g., age, sex) to understand the behavior of an individual from the relevant culture	7.52	5.91	66
Assess the impact of information on politics	7.07	6.49	67
Deal with foreign coalition partners who do not understand the transition team purpose and mission	6.91	8.62	67
Assess the impact of information on social factors	6.91	6.77	66
Offer your counterpart something that he wants in exchange for compliance with a request (i.e., use exchange tactics as a way to influence your counterpart)	6.77	6.09	66
Appeal to the emotions of your counterpart (i.e., engage in inspirational influence tactics) to influence him	6.72	6.18	67
Use knowledge about criminal influences to understand the behavior of an individual from the relevant culture	6.64	6.10	67
Assess the impact of information on local economic factors	6.61	6.22	67
Prepare coalition partners to conduct cross-cultural negotiations and meetings	6.42	7.02	67
Disclose sensitive information to a counterpart	6.09	6.23	67
Work with an unfamiliar interpreter	5.74	4.74	66
Instruct a counterpart without the aid of an interpreter	5.68	6.97	65
Adjust how you treat an individual from the other culture, depending on his/her tribal affiliation	5.22	7.29	67
Manage the release of information to local civilians	4.49	6.16	67
Talk about Family in your counterpart's language	4.13	6.57	67
Talk about economic issues in your counterpart's language	3.34	6.81	67
Talk about tribal issues in your counterpart's language	3.21	6.35	67
Capitalize on the concept of "revenge" in your counterpart's culture	2.32	4.72	66
Talk about politics in your counterpart's language	2.04	5.70	67
Talk about sports in your counterpart's language	1.97	5.14	67
Talk about religion in your counterpart's language	1.97	5.53	66
Work with an interpreter from the local population who has not been vetted	1.94	4.09	67
Read the host nation's language	1.48	3.99	67
Write in the host nation's language	0.43	2.05	67

Table A-4*Means and Standard Deviations of F-I, Frequency, and Importance Ratings for Team Chief KSAs*

<i>Team Chief KSAs</i>	<u>F-I Composite</u>			<u>Frequency</u>			<u>Importance</u>		
	<i>M</i>	<i>SD</i>	<i>N</i>	<i>M</i>	<i>SD</i>	<i>N</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Establishing Credibility	19.69	5.23	66	4.19	0.81	66	4.63	0.67	67
Role Modeling	18.57	4.55	67	4.06	0.68	67	4.40	0.62	67
Consideration and Respect	18.00	4.83	65	3.97	0.78	66	4.38	0.57	65
Comparing One's Culture with CP Culture	16.34	6.86	66	3.76	1.08	67	4.08	1.09	67
Instruct CP with Interpreter	16.27	7.48	66	3.61	1.34	67	4.29	0.97	66
Interpreting Nonverbal Behavior	16.05	7.67	67	3.70	1.30	67	3.98	1.23	67
Speaking Common Words in CP Language	15.60	8.66	67	3.66	1.54	67	3.68	1.61	66
Building Rapport	15.22	4.65	66	3.44	0.81	67	4.20	0.61	66
Using an Interpreter	15.03	4.65	65	3.35	0.85	65	4.13	0.58	67
Sensing Manipulation	14.95	7.04	63	3.29	1.31	63	4.44	0.78	63
Identifying Training Needs	14.67	6.56	67	3.29	1.17	67	4.27	0.89	67
Assessing CP Unit Performance	14.31	6.88	67	3.19	1.28	67	4.13	1.15	67
Understanding CP	13.99	5.25	66	3.27	0.98	66	4.02	0.70	66
Judging by CP's Standards	13.42	7.74	66	3.15	1.50	66	3.71	1.43	66
Managing Perceptions about Advisor Team	13.36	7.11	67	3.14	1.31	67	3.81	1.27	67
Interacting with US Coalition Forces	13.26	6.96	66	3.09	1.39	66	3.77	1.44	66
Establishing Goals	13.20	4.89	67	3.11	0.85	67	3.97	0.83	67
Suppressing Cultural Bias	13.12	5.87	65	3.07	1.10	65	3.73	1.19	66
Communicating Legitimacy of Advisor Team Work	13.07	7.88	67	3.09	1.48	67	3.75	1.42	67
Mentoring and Coaching	13.05	6.33	67	3.08	1.17	67	3.92	0.95	67
Using Nonverbal Behavior	12.95	8.18	67	3.15	1.61	67	3.31	1.53	66
Managing CP Performance	12.86	5.50	65	2.84	1.05	66	4.18	0.72	66
Dealing with Corruption	12.16	7.21	65	2.70	1.42	66	4.06	1.04	65
Cross-Cultural Team Building	11.92	7.73	66	2.85	1.49	66	3.73	1.31	66
Employing a Rapport Plan	11.49	8.08	67	2.73	1.60	67	3.51	1.53	67
Building Consensus	11.21	7.40	66	2.73	1.32	66	3.74	1.24	66
Managing Interpersonal Conflict	10.80	7.21	65	2.65	1.39	66	3.63	1.36	65
Tailoring Interactions to Cultural Demographics	10.40	6.03	65	2.48	1.23	65	3.35	1.08	66
Knowledge of Religious Influences	10.17	6.03	65	2.51	1.21	65	3.42	1.16	66

<i>Team Chief KSAs</i>	<u>F-I Composite</u>			<u>Frequency</u>			<u>Importance</u>		
	<i>M</i>	<i>SD</i>	<i>N</i>	<i>M</i>	<i>SD</i>	<i>N</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Using Proactive Influence Tactics	10.13	4.48	67	2.54	0.93	67	3.39	0.86	67
Informing and Engaging Coalition Forces	9.99	6.43	66	2.33	1.30	66	3.58	1.20	67
Managing a Training Program	9.73	8.08	67	2.40	1.64	67	3.25	1.68	67
Understanding the Operating Environment	9.02	5.31	67	2.38	1.11	67	3.30	0.88	67
Interacting with Foreign Coalition Forces	8.81	7.98	67	2.04	1.69	67	2.86	1.84	66
Leveraging Cultural Knowledge	8.66	5.22	66	2.22	1.14	66	2.99	1.05	66
Managing Information	8.19	4.76	66	2.05	1.05	66	3.11	1.13	66
Prepare CP for negotiations/ meetings	8.15	6.37	67	2.13	1.36	67	3.21	1.45	67
Working with Unfamiliar Interpreter	5.74	4.74	66	1.70	1.01	66	3.09	1.51	66
Instruct CP without Interpreter	5.68	6.97	65	1.56	1.50	66	2.71	1.63	65
Maintaining a Conversation in CP Language	2.81	5.35	67	0.75	1.23	67	1.59	1.45	66
Working with an Unvetted Interpreter	1.94	4.09	67	0.61	1.01	67	1.52	1.84	66
Reading and Writing in CP Language	0.96	2.59	67	0.33	0.77	67	1.11	1.25	66

Note. Frequency Ratings: 5= More than once a day, 4 = Once a day, 3 = Once a week, 2 = Once a month, 1 = A few times, 0 = Did not perform. Importance Ratings: 5= Extremely important, 4 = Very important, 3 = Moderately important, 2 = Some importance, 1 = Little importance, 0 = None

Table A-5***Means and Standard Deviations of Frequency Ratings for Communications Advisor Activities***

<i>Communications Advisor Activities (Frequency)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Communicate through an interpreter.	4.09	0.88	33
Demonstrate tolerance toward individuals from another culture.	3.62	1.39	34
Understand the capabilities of your interpreter.	3.59	1.46	32
Exhibit a strong work ethic.	3.50	1.40	34
Serve as a role model for your counterpart.	3.47	1.46	34
Understand your interpreter's cultural biases.	3.44	1.46	34
Spend "unstructured time" with your interpreter.	3.42	1.28	33
Demonstrate a positive attitude.	3.41	1.37	34
Actively listen to individuals from another culture.	3.32	1.25	34
Recognize differences between Western culture and your counterpart's culture.	3.32	1.51	34
Communicate to your counterpart that you respect him.	3.29	1.34	34
Demonstrate to your counterpart that the transition team provides something of value.	3.29	1.22	34
Behave respectfully within the constraints of the relevant culture.	3.26	1.26	34
Establish your credibility with your counterpart.	3.21	0.99	33
Become comfortable with non-Western cultural norms.	3.21	1.61	34
Recognize differences between U.S. military culture and your counterpart's military culture.	3.21	1.47	34
Be tactful toward individuals from another culture.	3.18	1.38	34
Recognize when individuals from the other culture were trying to manipulate you.	3.16	1.57	32
Read the facial expressions of individuals from your counterpart's culture.	3.15	1.52	34
Exchanging common greetings in your counterpart's language.	3.15	1.81	34
Interact with U.S. coalition forces (non-transition team members).	3.12	1.55	34
Understand the background of your interpreter.	3.12	1.59	34
Interpret the body language of individuals from your counterpart's culture.	3.12	1.47	34
Evaluate the trustworthiness of your interpreter.	3.09	1.68	34
Conduct a meeting through an interpreter.	3.06	1.28	34
Use gestures commonly found in the host nation's culture.	3.00	1.60	34
Follow-up with your counterpart to ensure that work has been accomplished.	3.00	1.26	34
Become comfortable with eating the food of another culture.	3.00	1.58	34
Understand the background of your counterpart.	2.94	1.15	34
Understand how religion impacts the current operating environment.	2.94	1.15	34
Interpret the gestures of individuals from your counterpart's culture.	2.94	1.61	34
Build a close relationship with your counterpart.	2.88	1.51	34
Praise your counterpart for good performance.	2.88	1.32	34

<i>Communications Advisor Activities (Frequency)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Predict how your counterpart will behave.	2.88	1.37	34
Gain the trust of individuals from the relevant culture.	2.88	1.47	33
Stress unity of effort/purpose with one's counterpart.	2.85	1.50	34
Teach or instruct a counterpart in acquiring or improving a skill or ability.	2.82	1.36	34
Instruct a counterpart with the aid of an interpreter.	2.82	1.40	34
Adjust the way you treated individuals from the other culture, depending on their age.	2.82	1.47	33
Stress sustainability to the counterpart.	2.79	1.34	34
Demonstrate enthusiasm of the transition team work to your counterpart.	2.79	1.39	34
Recognize how your counterpart's understanding of time impacts his behavior and decisions.	2.79	1.51	34
Be supportive of a counterpart's decisions and activities.	2.79	1.34	33
Establish short term goals for your counterpart to accomplish.	2.76	1.37	34
Capitalize on what motivates your counterpart.	2.76	1.37	34
Adjust the way you treated individuals from the other culture, depending on their rank.	2.76	1.44	34
Ask about your counterpart's Family.	2.76	1.39	34
Identify the training needs of your counterpart.	2.71	1.29	34
Gain commitment from the counterpart and the counterpart's team.	2.64	1.32	33
Coach or guide a counterpart to reach the next level of knowledge or skill.	2.62	1.39	34
Identify the training needs of your counterpart's unit.	2.62	1.35	34
Speak common words in your counterpart's language.	2.59	1.74	34
Take advantage of the concept of honor in your counterpart's culture.	2.59	1.58	34
Take advantage of the role of power and authority in the relevant culture.	2.56	1.60	34
Assess the readiness of your counterpart's unit to perform missions.	2.56	1.31	34
Spend "unstructured time" with your counterpart.	2.56	1.33	34
Mentor or provide a counterpart with advice or counsel to assist him in making a decision through a mutually developed bond of trust.	2.56	1.40	34
Understand the general theology of different religions found in your operating area.	2.56	1.52	34
Give your counterpart feedback for poor performance.	2.50	1.67	34
Explain the role of the transition team to coalition forces.	2.50	1.67	34
Assess the strengths and weaknesses of your counterpart's unit.	2.50	1.33	34
Understand the implications of religion for military operations.	2.50	1.52	34
Share personal information about yourself with your interpreter.	2.50	1.50	32
Apply principles of team building in a cross-cultural setting.	2.48	1.46	33
Express compassion toward individuals of a different culture.	2.47	1.38	34
Influence how your counterpart perceives you.	2.47	1.58	34
Stress the legitimacy of the transition team work.	2.44	1.50	34

<i>Communications Advisor Activities (Frequency)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Deal with corruption in your counterpart's organization.	2.44	1.86	34
Communicate organizational goals and objectives to the counterpart.	2.42	1.15	33
Influence how your counterpart perceives your transition team.	2.41	1.62	34
Capitalize on the similarities between your beliefs, values, and goals and those of your counterpart.	2.41	1.40	34
Influence your counterpart to adopt a course of action by telling him that you would collaborate (e.g., indicate that you would cooperate or provide resources).	2.41	1.37	34
Use knowledge about customs and traditions to understand the behavior of an individual from the relevant culture.	2.38	1.33	34
Capitalize on your counterpart's belief system.	2.38	1.33	34
Take advantage of the concept of hospitality in your counterpart's culture.	2.38	1.79	34
Use rational persuasion (i.e., provide logical arguments and evidence) to influence your counterpart.	2.35	1.41	34
Judge your counterpart's actions according to his cultural standards.	2.35	1.41	34
Communicate the long term goals of the U.S. military to your counterpart.	2.35	1.52	34
Capitalize on your counterpart's perspective or point of view.	2.35	1.41	34
Take advantage of how historical events are relevant to the current operating environment.	2.32	1.53	34
Adjust the way you treated individuals from the other culture, depending on their social status.	2.32	1.68	34
Understand the history of different religions found in your operating area.	2.32	1.47	34
Explain to your counterpart how compliance with your request would benefit him (i.e., apply "apprising" tactics to influence your counterpart).	2.29	1.24	34
Limit how your cultural bias affects your perceptions of your counterpart's behavior.	2.29	1.59	34
Employ a Rapport Plan (continuously plan, execute, and refine methods to increase the closeness of the relationship with your counterpart).	2.29	1.55	34
Prevent personal feelings toward your counterpart from interfering with the transition team mission.	2.29	1.62	34
Apply pressure tactics as a way to influence your counterpart.	2.24	1.60	34
Identify sources of corruption in the local environment.	2.21	1.77	34
Determine which information to provide and withhold from a counterpart.	2.21	1.72	34
Prepare an interpreter for a meeting.	2.18	1.57	34
Deal with U.S. coalition partners who do not understand the transition team purpose and mission.	2.18	1.78	34
Demonstrate support for your counterpart (increase authority and legitimacy by deferring, promoting, remaining in the shadows as much as possible).	2.18	1.49	34
Find ways to deal with or work around corruption in the local environment.	2.15	1.76	34
Use knowledge about professional influences to understand the behavior of an individual from the relevant culture.	2.12	1.63	34
Become comfortable with same-sex activities (e.g., male-male hand holding, kissing during greetings).	2.12	1.93	34

<i>Communications Advisor Activities (Frequency)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Manage interpersonal conflict effectively in a cross-cultural setting.	2.09	1.53	32
Speak to others in the host nation's language.	2.06	1.72	34
Use knowledge about military influences to understand the behavior of an individual from the relevant culture.	2.03	1.49	34
Provide symbolic rewards (e.g., certificates, coins) to your counterpart for good performance.	2.03	1.51	34
Appeal to the emotions of your counterpart (i.e., engage in inspirational influence tactics) to influence him.	2.00	1.28	34
Use personal appeal (i.e., ask an individual to comply out of loyalty or friendship) to influence your counterpart.	2.00	1.33	34
Use knowledge about religious influences to understand the behavior of an individual from the relevant culture.	1.97	1.59	34
Share your personal history or information with your counterpart.	1.97	1.53	34
Display the body language and posture commonly found in the host nation's culture.	1.97	1.66	34
Build a consensus with individuals from the relevant culture.	1.97	1.69	33
Use knowledge about demographic influences (e.g., age, sex) to understand the behavior of an individual from the relevant culture.	1.94	1.52	34
Identify and manage potential divisions among religious groups.	1.91	1.73	34
Use knowledge about educational influences to understand the behavior of an individual from the relevant culture.	1.91	1.52	34
Use knowledge about tribal influences to understand the behavior of an individual from the relevant culture.	1.91	1.56	34
Use knowledge about economic influences to understand the behavior of an individual from the relevant culture.	1.88	1.57	34
Use knowledge about social influences to understand the behavior of an individual from the relevant culture.	1.88	1.53	34
Restrict sensitive information provided to a counterpart.	1.88	1.74	34
Assess the impact of information on military factors.	1.85	1.65	34
Adjust the way you treated individuals from the other culture, depending on their gender.	1.82	1.73	34
Use knowledge about historical influences to understand the behavior of an individual from the relevant culture.	1.82	1.55	34
Instruct a counterpart without the aid of an interpreter.	1.82	1.62	34
Stress to coalition forces that the advisor is not in command of the counterpart.	1.79	1.82	34
Deal with chain of command issues with coalition forces	1.79	1.78	33
Use knowledge about criminal influences to understand the behavior of an individual from the relevant culture.	1.76	1.58	34
Use knowledge about geography to understand the behavior of an individual from the relevant culture.	1.74	1.60	34
Display the facial expressions commonly used by individuals from the host nation.	1.73	1.51	33
Manage a training program that targets individuals from another culture.	1.68	1.61	34

<i>Communications Advisor Activities (Frequency)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Let your counterpart participate in transition team activities or decisions in order to gain his compliance and commitment (i.e., use participation as an influence tactic).	1.68	1.51	34
Take advantage of the social hierarchy of the relevant culture.	1.65	1.59	34
Assess the impact of information on social factors.	1.65	1.72	34
Interact with foreign coalition forces.	1.62	1.81	34
Take advantage of the role of reconciliation in your counterpart's culture.	1.62	1.58	34
Promote your counterpart's authority to coalition forces.	1.59	1.71	34
Assess the impact of information on politics.	1.56	1.67	34
Prepare one's transition team for a meeting in which an interpreter would be used.	1.53	1.71	34
Assess the impact of information on local economic factors.	1.50	1.58	34
Take advantage of the host nation's military culture.	1.50	1.33	34
Deal with foreign coalition partners who do not understand the transition team purpose and mission.	1.47	1.78	34
Preparing your counterpart to conduct negotiations and meetings.	1.41	1.40	34
Offer your counterpart a desired item or action in exchange for compliance with a request (i.e., us exchange tactics as a way to influence your counterpart).	1.38	1.23	34
Prepare coalition partners to conduct cross-cultural negotiations and meetings.	1.32	1.72	34
Work with an unfamiliar interpreter.	1.26	1.19	34
Use your legitimate authority (i.e., your position, rank, or status) to influence your counterpart.	1.21	1.25	34
Manage the release of information to local civilians.	1.15	1.62	34
Adjust the way you treated individuals from the other culture, depending on his/her tribal affiliation.	1.06	1.56	34
Disclose sensitive information to a counterpart.	1.03	1.49	34
Capitalize on the concept of "revenge" in your counterpart's culture.	0.79	1.30	34
Talk about Family in your counterpart's language.	0.76	1.18	34
Talk about sports in your counterpart's language.	0.68	1.12	34
Talk about economic issues in your counterpart's language	0.65	1.20	34
Read the host nation's language.	0.62	1.16	34
Talk about politics in your counterpart's language.	0.59	1.05	34
Work with an interpreter from the local population who has not been vetted.	0.58	0.94	33
Talk about tribal issues in your counterpart's language.	0.56	1.05	34
Talk about religion in your counterpart's language.	0.53	0.99	34
Write in the host nation's language.	0.09	0.51	34
<i>Note.</i> 5= More than once a day, 4 = Once a day, 3 = Once a week, 2 = Once a month, 1 = A few times, 0 = Did not perform			

Table A-6***Means and Standard Deviations of Importance Ratings for Communications Advisor Activities***

<i>Communications Advisor Activities (Importance)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Communicate through an interpreter.	4.41	0.78	34
Evaluate the trustworthiness of your interpreter.	4.24	1.28	34
Understand the capabilities of your interpreter.	4.12	1.25	34
Understand your interpreter's cultural biases.	3.97	1.27	34
Conduct a meeting through an interpreter.	3.94	1.18	34
Understand the background of your interpreter.	3.91	1.26	34
Recognize when individuals from the other culture were trying to manipulate you.	3.84	1.21	31
Exhibit a strong work ethic.	3.82	1.17	34
Establish your credibility with your counterpart.	3.79	1.09	34
Demonstrate a positive attitude.	3.74	1.11	34
Behave respectfully within the constraints of the relevant culture.	3.71	1.24	34
Demonstrate tolerance toward individuals from another culture.	3.68	1.25	34
Serve as a role model for your counterpart.	3.68	1.39	34
Demonstrate to your counterpart that the transition team provides something of value.	3.68	1.17	34
Communicate to your counterpart that you respect him.	3.65	1.37	34
Build a close relationship with your counterpart.	3.61	1.37	33
Teach or instruct a counterpart in acquiring or improving a skill or ability.	3.56	1.11	34
Be supportive of a counterpart's decisions and activities.	3.55	1.09	33
Coach or guide a counterpart to reach the next level of knowledge or skill.	3.53	1.26	34
Understand the background of your counterpart.	3.53	0.99	34
Understand how religion impacts the current operating environment.	3.53	1.05	34
Praise your counterpart for good performance.	3.50	1.29	34
Follow-up with your counterpart to ensure that work has been accomplished.	3.47	1.19	34
Actively listen to individuals from another culture.	3.45	1.06	33
Instruct a counterpart with the aid of an interpreter.	3.44	1.37	34
Interpret the body language of individuals from your counterpart's culture.	3.41	1.31	34
Gain commitment from the counterpart and the counterpart's team.	3.39	0.97	33
Gain the trust of individuals from the relevant culture.	3.36	1.34	33
Understand the implications of religion for military operations.	3.35	1.20	34
Recognize differences between U.S. military culture and your counterpart's military culture.	3.35	1.30	34
Establish short term goals for your counterpart to accomplish.	3.35	1.28	34
Identify the training needs of your counterpart's unit.	3.32	1.47	34
Identify the training needs of your counterpart.	3.32	1.47	34

<i>Communications Advisor Activities (Importance)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Mentor or provide a counterpart with advice or counsel to assist him in making a decision through a mutually developed bond of trust.	3.32	1.36	34
Recognize differences between Western culture and your counterpart's culture.	3.29	1.31	34
Adjust the way you treated individuals from the other culture, depending on their age.	3.27	1.44	33
Spend "unstructured time" with your counterpart.	3.27	1.51	33
Be tactful toward individuals from another culture.	3.27	1.23	33
Read the facial expressions of individuals from your counterpart's culture.	3.26	1.26	34
Predict how your counterpart will behave.	3.26	1.21	34
Ask about your counterpart's Family.	3.26	1.29	34
Interact with U.S. coalition forces (non-transition team members).	3.26	1.46	34
Spend "unstructured time" with your interpreter.	3.24	1.52	33
Assess the readiness of your counterpart's unit to perform missions.	3.24	1.48	34
Stress unity of effort/purpose with one's counterpart.	3.24	1.28	34
Capitalize on what motivates your counterpart.	3.24	1.26	34
Demonstrate enthusiasm of the transition team work to your counterpart.	3.24	1.16	34
Stress sustainability to the counterpart.	3.24	1.46	34
Restrict sensitive information provided to a counterpart.	3.21	1.82	33
Adjust the way you treated individuals from the other culture, depending on their rank.	3.21	1.34	34
Explain the role of the transition team to coalition forces.	3.21	1.59	34
Assess the strengths and weaknesses of your counterpart's unit.	3.21	1.49	34
Communicate organizational goals and objectives to the counterpart.	3.18	0.77	33
Use gestures commonly found in the host nation's culture.	3.18	1.36	34
Interpret the gestures of individuals from your counterpart's culture.	3.18	1.24	34
Apply principles of team building in a cross-cultural setting.	3.15	1.23	33
Give your counterpart feedback for poor performance.	3.15	1.40	34
Influence how your counterpart perceives your transition team.	3.15	1.50	34
Become comfortable with non-Western cultural norms.	3.15	1.52	34
Express compassion toward individuals of a different culture.	3.12	1.17	33
Communicate the long term goals of the U.S. military to your counterpart.	3.12	1.41	34
Take advantage of the concept of honor in your counterpart's culture.	3.12	1.61	34
Influence how your counterpart perceives you.	3.09	1.52	34
Exchanging common greetings in your counterpart's language.	3.09	1.68	34
Capitalize on your counterpart's belief system.	3.09	1.29	34
Recognize how your counterpart's understanding of time impacts his behavior and decisions.	3.06	1.58	34

<i>Communications Advisor Activities (Importance)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Prevent personal feelings toward your counterpart from interfering with the transition team mission.	3.06	1.43	34
Take advantage of how historical events are relevant to the current operating environment.	3.06	1.13	34
Explain to your counterpart how compliance with your request would benefit him (i.e., apply “apprising” tactics to influence your counterpart).	3.06	1.41	34
Deal with corruption in your counterpart's organization.	3.03	1.79	33
Determine which information to provide and withhold from a counterpart.	3.03	1.66	34
Prepare an interpreter for a meeting.	3.03	1.73	34
Influence your counterpart to adopt a course of action by telling him that you would collaborate (e.g., indicate that you would cooperate or provide resources).	3.03	1.17	34
Understand the history of different religions found in your operating area.	3.00	1.46	34
Use knowledge about customs and traditions to understand the behavior of an individual from the relevant culture.	3.00	1.18	34
Take advantage of the role of power and authority in the relevant culture.	2.97	1.24	34
Limit how your cultural bias affects your perceptions of your counterpart's behavior.	2.97	1.36	34
Apply pressure tactics as a way to influence your counterpart.	2.97	1.45	34
Understand the general theology of different religions found in your operating area.	2.94	1.43	34
Become comfortable with eating the food of another culture.	2.94	1.56	34
Speak common words in your counterpart's language.	2.94	1.59	34
Find ways to deal with or work around corruption in the local environment.	2.94	1.82	34
Adjust the way you treated individuals from the other culture, depending on their social status.	2.91	1.58	34
Employ a Rapport Plan (continuously plan, execute, and refine methods to increase the closeness of the relationship with your counterpart).	2.91	1.58	34
Capitalize on your counterpart's perspective or point of view.	2.88	1.27	34
Provide symbolic rewards (e.g., certificates, coins) to your counterpart for good performance.	2.88	1.67	34
Identify and manage potential divisions among religious groups.	2.88	1.63	34
Deal with U.S. coalition partners who do not understand the transition team purpose and mission.	2.85	1.64	34
Demonstrate support for your counterpart (increase authority and legitimacy by deferring, promoting, remaining in the shadows as much as possible).	2.85	1.73	34
Use rational persuasion (i.e., provide logical arguments and evidence) to influence your counterpart.	2.85	1.46	34
Manage interpersonal conflict effectively in a cross-cultural setting.	2.84	1.39	32
Identify sources of corruption in the local environment.	2.79	1.86	34
Stress the legitimacy of the transition team work.	2.79	1.43	34
Use knowledge about religious influences to understand the behavior of an individual from the relevant culture.	2.76	1.42	34

<i>Communications Advisor Activities (Importance)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Capitalize on the similarities between your beliefs, values, and goals and those of your counterpart.	2.76	1.35	34
Take advantage of the concept of hospitality in your counterpart's culture.	2.71	1.59	34
Speak to others in the host nation's language.	2.71	1.51	34
Deal with chain of command issues with coalition forces	2.71	1.62	34
Share personal information about yourself with your interpreter.	2.69	1.53	32
Use knowledge about professional influences to understand the behavior of an individual from the relevant culture.	2.68	1.47	34
Build a consensus with individuals from the relevant culture.	2.67	1.49	33
Use knowledge about military influences to understand the behavior of an individual from the relevant culture.	2.65	1.37	34
Use personal appeal (i.e., ask an individual to comply out of loyalty or friendship) to influence your counterpart.	2.62	1.54	34
Assess the impact of information on military factors.	2.61	1.66	33
Let your counterpart participate in transition team activities or decisions in order to gain his compliance and commitment (i.e., use participation as an influence tactic).	2.59	1.62	34
Use knowledge about social influences to understand the behavior of an individual from the relevant culture.	2.59	1.40	34
Use knowledge about criminal influences to understand the behavior of an individual from the relevant culture.	2.59	1.56	34
Judge your counterpart's actions according to his cultural standards.	2.56	1.48	34
Stress to coalition forces that the advisor is not in command of the counterpart.	2.56	1.94	34
Work with an unfamiliar interpreter.	2.53	1.78	34
Use knowledge about tribal influences to understand the behavior of an individual from the relevant culture.	2.53	1.40	34
Use knowledge about demographic influences (e.g., age, sex) to understand the behavior of an individual from the relevant culture.	2.50	1.50	34
Instruct a counterpart without the aid of an interpreter.	2.50	1.60	34
Share your personal history or information with your counterpart.	2.47	1.73	34
Appeal to the emotions of your counterpart (i.e., engage in inspirational influence tactics) to influence him.	2.47	1.35	34
Take advantage of the host nation's military culture.	2.47	1.58	34
Take advantage of the role of reconciliation in your counterpart's culture.	2.44	1.67	34
Adjust the way you treated individuals from the other culture, depending on their gender.	2.44	1.76	34
Use knowledge about educational influences to understand the behavior of an individual from the relevant culture.	2.44	1.54	34
Use knowledge about economic influences to understand the behavior of an individual from the relevant culture.	2.41	1.46	34
Take advantage of the social hierarchy of the relevant culture.	2.41	1.67	34

<i>Communications Advisor Activities (Importance)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Use knowledge about historical influences to understand the behavior of an individual from the relevant culture.	2.38	1.61	34
Display the body language and posture commonly found in the host nation's culture.	2.35	1.32	34
Deal with foreign coalition partners who do not understand the transition team purpose and mission.	2.32	1.84	34
Promote your counterpart's authority to coalition forces.	2.32	1.80	34
Assess the impact of information on local economic factors.	2.30	1.59	33
Interact with foreign coalition forces.	2.29	1.78	34
Prepare one's transition team for a meeting in which an interpreter would be used.	2.29	1.96	34
Assess the impact of information on social factors.	2.27	1.70	33
Become comfortable with same-sex activities (e.g., male-male hand holding, kissing during greetings).	2.24	1.63	34
Use knowledge about geography to understand the behavior of an individual from the relevant culture.	2.24	1.54	34
Manage a training program that targets individuals from another culture.	2.24	1.65	34
Assess the impact of information on politics.	2.19	1.65	32
Use your legitimate authority (i.e., your position, rank, or status) to influence your counterpart.	2.15	1.62	33
Preparing your counterpart to conduct negotiations and meetings.	2.15	1.65	34
Offer your counterpart a desired item or action in exchange for compliance with a request (i.e., us exchange tactics as a way to influence your counterpart).	2.15	1.40	34
Display the facial expressions commonly used by individuals from the host nation.	2.09	1.38	33
Disclose sensitive information to a counterpart.	2.03	1.75	32
Prepare coalition partners to conduct cross-cultural negotiations and meetings.	2.03	1.88	33
Manage the release of information to local civilians.	2.00	1.77	33
Adjust the way you treated individuals from the other culture, depending on his/her tribal affiliation.	1.79	1.55	34
Talk about Family in your counterpart's language.	1.71	1.71	34
Work with an interpreter from the local population who has not been vetted.	1.69	1.79	32
Capitalize on the concept of "revenge" in your counterpart's culture.	1.64	1.67	33
Talk about politics in your counterpart's language.	1.44	1.71	34
Read the host nation's language.	1.32	1.55	34
Talk about economic issues in your counterpart's language	1.29	1.61	34
Talk about religion in your counterpart's language.	1.29	1.71	34
Talk about sports in your counterpart's language.	1.21	1.75	34
Talk about tribal issues in your counterpart's language.	1.15	1.56	34
Write in the host nation's language.	0.91	1.48	34

Note. 5= Extremely important, 4 = Very important, 3 = Moderately important, 2 = Some importance, 1 = Little importance, 0 = None

Table A-7***Means and Standard Deviations of F-I Ratings for Communications Advisor Activities***

<i>Communications Advisor Activities (F-I Composite)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Communicate through an interpreter.	18.36	5.50	33
Understand the capabilities of your interpreter.	15.94	7.48	32
Understand your interpreter's cultural biases.	14.74	7.94	34
Serve as a role model for your counterpart.	14.53	7.94	34
Exhibit a strong work ethic.	14.53	6.77	34
Demonstrate tolerance toward individuals from another culture.	14.29	7.82	34
Evaluate the trustworthiness of your interpreter.	14.15	8.35	34
Demonstrate a positive attitude.	13.59	6.98	34
Recognize when individuals from the other culture were trying to manipulate you.	13.35	7.79	31
Communicate to your counterpart that you respect him.	13.29	7.07	34
Behave respectfully within the constraints of the relevant culture.	13.00	6.80	34
Demonstrate to your counterpart that the transition team provides something of value.	12.91	6.90	34
Understand the background of your interpreter.	12.88	7.73	34
Conduct a meeting through an interpreter.	12.74	6.32	34
Establish your credibility with your counterpart.	12.58	6.09	33
Spend "unstructured time" with your interpreter.	12.52	7.04	33
Recognize differences between Western culture and your counterpart's culture.	12.18	7.16	34
Actively listen to individuals from another culture.	12.15	6.13	34
Become comfortable with non-Western cultural norms.	12.03	8.11	34
Interact with U.S. coalition forces (non-transition team members).	11.97	8.79	34
Interpret the body language of individuals from your counterpart's culture.	11.88	7.44	34
Recognize differences between U.S. military culture and your counterpart's military culture.	11.85	7.12	34
Exchange common greetings in your counterpart's language.	11.79	8.85	34
Read the facial expressions of individuals from your counterpart's culture.	11.53	7.49	34
Build a close relationship with your counterpart.	11.52	7.82	33
Follow-up with your counterpart to ensure that work has been accomplished.	11.47	6.33	34
Be tactful toward individuals from another culture.	11.32	6.93	34
Praise your counterpart for good performance.	11.29	6.41	34
Use gestures commonly found in the host nation's culture.	11.24	7.94	34
Instruct a counterpart with the aid of an interpreter.	11.15	6.88	34
Understand how religion impacts the current operating environment.	11.09	6.32	34
Gain the trust of individuals from the relevant culture.	11.06	7.25	33
Understand the background of your counterpart.	10.97	6.11	34

<i>Communications Advisor Activities (F-I Composite)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Teach or instruct a counterpart in acquiring or improving a skill or ability.	10.91	6.30	34
Adjust the way you treated individuals from the other culture, depending on their age.	10.82	7.16	33
Stress unity of effort/purpose with one's counterpart.	10.65	7.30	34
Recognize how your counterpart's understanding of time impacts his behavior and decisions.	10.56	7.68	34
Establish short term goals for your counterpart to accomplish.	10.50	6.66	34
Be supportive of a counterpart's decisions and activities.	10.45	5.94	33
Stress sustainability to the counterpart.	10.41	6.49	34
Interpret the gestures of individuals from your counterpart's culture.	10.38	7.26	34
Become comfortable with eating the food of another culture.	10.38	7.06	34
Adjust the way you treated individuals from the other culture, depending on their rank.	10.35	7.34	34
Coach or guide a counterpart to reach the next level of knowledge or skill.	10.35	6.41	34
Ask about your counterpart's Family.	10.24	6.34	34
Predict how your counterpart will behave.	10.15	6.06	34
Identify the training needs of your counterpart.	10.09	6.05	34
Explain the role of the transition team to coalition forces.	9.97	8.05	34
Identify the training needs of your counterpart's unit.	9.94	6.50	34
Capitalize on what motivates your counterpart.	9.91	6.00	34
Spend "unstructured time" with your counterpart.	9.91	6.92	33
Deal with corruption in your counterpart's organization.	9.88	8.52	33
Take advantage of the concept of honor in your counterpart's culture.	9.85	7.70	34
Demonstrate enthusiasm of the transition team work to your counterpart.	9.82	6.32	34
Mentor or provide a counterpart with advice or counsel to assist him in making a decision through a mutually developed bond of trust.	9.76	6.70	34
Assess the readiness of your counterpart's unit to perform missions.	9.56	5.96	34
Give your counterpart feedback for poor performance.	9.56	7.36	34
Gain commitment from the counterpart and the counterpart's team.	9.52	5.58	33
Understand the implications of religion for military operations.	9.41	7.20	34
Assess the strengths and weaknesses of your counterpart's unit.	9.26	5.88	34
Speak common words in your counterpart's language.	9.15	7.56	34
Influence how your counterpart perceives your transition team.	9.12	7.02	34
Understand the general theology of different religions found in your operating area.	9.09	7.00	34
Apply principles of team building in a cross-cultural setting.	9.03	6.30	33
Communicate the long term goals of the U.S. military to your counterpart.	8.91	7.13	34
Take advantage of the role of power and authority in the relevant culture.	8.85	6.63	34
Influence how your counterpart perceives you.	8.76	7.00	34

<i>Communications Advisor Activities (F-I Composite)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Identify sources of corruption in the local environment.	8.68	7.67	34
Deal with U.S. coalition partners who do not understand the transition team purpose and mission.	8.62	8.76	34
Adjust the way you treated individuals from the other culture, depending on their social status.	8.62	7.54	34
Prepare an interpreter for a meeting.	8.50	7.22	34
Find ways to deal with or work around corruption in the local environment.	8.47	7.78	34
Employ a Rapport Plan (continuously plan, execute, and refine methods to increase the closeness of the relationship with your counterpart).	8.44	7.12	34
Determine which information to provide and withhold from a counterpart.	8.38	7.56	34
Express compassion toward individuals of a different culture.	8.33	5.84	33
Stress the legitimacy of the transition team work.	8.32	6.52	34
Understand the history of different religions found in your operating area.	8.29	6.37	34
Limit how your cultural bias affects your perceptions of your counterpart's behavior.	8.29	7.16	34
Prevent personal feelings toward your counterpart from interfering with the transition team mission.	8.24	7.49	34
Take advantage of how historical events relate to the current operating environment.	8.21	7.05	34
Influence your counterpart to adopt a course of action by telling him that you would collaborate (e.g., indicate that you would cooperate or provide resources).	8.18	5.95	34
Use rational persuasion (i.e., provide logical arguments and evidence) to influence your counterpart.	8.15	6.88	34
Explain to your counterpart how compliance with your request would benefit him (i.e., apply "appraising" tactics to influence your counterpart).	8.15	5.89	34
Capitalize on your counterpart's belief system.	8.15	5.42	34
Demonstrate support for your counterpart (increase authority and legitimacy by deferring, promoting, remaining in the shadows as much as possible).	8.12	6.84	34
Use knowledge about customs and traditions to understand the behavior of an individual from the relevant culture.	8.06	5.85	34
Share personal information about yourself with your interpreter.	8.03	6.35	32
Communicate organizational goals and objectives to the counterpart.	7.97	4.28	33
Take advantage of the concept of hospitality in your counterpart's culture.	7.94	8.09	34
Apply pressure tactics as a way to influence your counterpart.	7.91	7.12	34
Capitalize on the similarities between your beliefs, values, and goals and those of your counterpart.	7.85	5.91	34
Capitalize on your counterpart's perspective or point of view.	7.82	5.92	34
Restrict sensitive information provided to a counterpart.	7.64	8.12	33
Provide symbolic rewards (e.g., certificates, coins) to your counterpart for good performance.	7.62	7.24	34
Speak to others in the host nation's language.	7.59	7.96	34

<i>Communications Advisor Activities (F-I Composite)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Judge your counterpart's actions according to his cultural standards.	7.50	6.51	34
Use knowledge about professional influences to understand the behavior of an individual from the relevant culture.	7.38	6.87	34
Stress to coalition forces that the advisor is not in command of the counterpart.	7.26	8.37	34
Identify and manage potential divisions among religious groups.	7.26	7.53	34
Manage interpersonal conflict effectively in a cross-cultural setting.	7.22	6.26	32
Become comfortable with same-sex activities (e.g., male-male hand holding, kissing during greetings).	7.12	7.31	34
Share your personal history or information with your counterpart.	7.06	6.25	34
Build a consensus with individuals from the relevant culture.	6.97	6.80	33
Assess the impact of information on military factors.	6.73	7.25	33
Use knowledge about military influences to understand the behavior of an individual from the relevant culture.	6.62	5.87	34
Use knowledge about religious influences to understand the behavior of an individual from the relevant culture.	6.62	6.08	34
Instruct a counterpart without the aid of an interpreter.	6.62	7.26	34
Use personal appeal (i.e., ask an individual to comply out of loyalty or friendship) to influence your counterpart.	6.59	5.76	34
Deal with chain of command issues with coalition forces.	6.56	7.44	34
Use knowledge about demographic influences (e.g., age, sex) to understand the behavior of an individual from the relevant culture.	6.41	6.18	34
Use knowledge about tribal influences to understand the behavior of an individual from the relevant culture.	6.38	5.89	34
Display the body language and posture commonly found in the host nation's culture.	6.29	6.11	34
Use knowledge about social influences to understand the behavior of an individual from the relevant culture.	6.29	5.81	34
Use knowledge about historical influences to understand the behavior of an individual from the relevant culture.	6.29	6.31	34
Use knowledge about educational influences to understand the behavior of an individual from the relevant culture.	6.26	5.99	34
Appeal to the emotions of your counterpart (i.e., engage in inspirational influence tactics) to influence him.	6.26	5.56	34
Use knowledge about criminal influences to understand the behavior of an individual from the relevant culture.	6.24	6.62	34
Adjust the way you treated individuals from the other culture, depending on their gender.	6.15	6.36	34
Use knowledge about economic influences to understand the behavior of an individual from the relevant culture.	6.00	6.02	34
Promote your counterpart's authority to coalition forces.	5.82	6.82	34
Let your counterpart participate in transition team activities and decisions in order to gain his compliance and commitment (i.e., use participation as an influence tactic).	5.82	6.62	34

<i>Communications Advisor Activities (F-I Composite)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Interact with foreign coalition forces.	5.79	7.34	34
Assess the impact of information on social factors.	5.74	6.99	34
Prepare one's transition team for a meeting in which an interpreter would be used.	5.74	7.38	34
Use knowledge about geography to understand the behavior of an individual from the relevant culture.	5.71	6.06	34
Manage a training program that targets individuals from another culture.	5.71	6.31	34
Take advantage of the social hierarchy of the relevant culture.	5.68	5.81	34
Deal with foreign coalition partners who do not understand the transition team purpose and mission.	5.68	7.81	34
Take advantage of the role of reconciliation in your counterpart's culture.	5.50	6.11	34
Display the facial expressions commonly used by individuals from the host nation.	5.21	5.34	33
Prepare coalition partners to conduct cross-cultural negotiations and meetings.	4.94	7.01	34
Assess the impact of information on politics.	4.85	6.26	33
Take advantage of the host nation's military culture.	4.76	4.91	34
Assess the impact of information on local economic factors.	4.71	5.62	34
Work with an unfamiliar interpreter.	4.47	5.52	34
Prepare your counterpart to conduct negotiations and meetings.	4.35	5.02	34
Offer your counterpart something that he wants in exchange for compliance with a request (i.e., use exchange tactics as a way to influence your counterpart).	4.03	4.22	34
Manage the release of information to local civilians.	3.94	5.85	34
Use your legitimate authority (i.e., your position, rank, or status) to influence your counterpart.	3.61	5.21	33
Adjust how you treat an individual from the other culture, depending on his/her tribal affiliation.	3.32	5.38	34
Disclose sensitive information to a counterpart.	3.03	5.26	33
Talk about Family in your counterpart's language.	2.68	4.60	34
Capitalize on the concept of "revenge" in your counterpart's culture.	2.59	4.89	34
Talk about sports in your counterpart's language.	2.24	4.62	34
Talk about religion in your counterpart's language.	2.03	4.04	34
Talk about economic issues in your counterpart's language.	1.94	3.83	34
Talk about politics in your counterpart's language.	1.79	3.64	34
Work with an interpreter from the local population who has not been vetted.	1.67	3.05	33
Talk about tribal issues in your counterpart's language.	1.59	3.57	34
Read the host nation's language.	1.53	3.61	34
Write in the host nation's language.	0.35	2.06	34

Table A-8*Means and Standard Deviations of F-I, Frequency, and Importance Ratings for Communication Advisor KSAs*

<i>Communications Advisor KSAs</i>	<u>F-I Composite</u>			<u>Frequency</u>			<u>Importance</u>		
	<i>M</i>	<i>SD</i>	<i>N</i>	<i>M</i>	<i>SD</i>	<i>N</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Sensing Manipulation	13.35	7.79	31	3.16	1.57	32	3.84	1.21	31
Role Modeling	13.12	5.64	34	3.29	1.17	34	3.62	1.08	34
Establishing Credibility	12.76	6.29	33	3.26	1.04	33	3.74	1.12	34
Using an Interpreter	12.34	5.36	34	2.99	1.05	34	3.60	1.01	34
Consideration and Respect	12.09	5.35	34	3.19	0.98	34	3.45	1.00	33
Interpreting Nonverbal Behavior	11.26	7.02	34	3.07	1.46	34	3.28	1.21	34
Instructing CP through Interpreter	11.15	6.88	34	2.82	1.40	34	3.44	1.37	34
Comparing One's Culture with CP Culture	10.63	5.61	34	2.98	1.24	34	3.14	1.16	34
Speaking Common Words in CP Language	10.47	7.47	34	2.87	1.64	34	3.01	1.49	34
Mentoring and Coaching	10.34	6.09	34	2.67	1.32	34	3.47	1.13	34
Interacting with US Coalition Forces	10.29	7.03	34	2.65	1.31	34	3.06	1.26	34
Building Rapport	10.02	5.21	34	2.64	1.07	34	3.25	1.08	34
Identifying Training Needs	10.01	6.15	34	2.66	1.28	34	3.32	1.46	34
Managing CP Performance	9.99	5.85	34	2.60	1.24	34	3.25	1.19	34
Establishing Goals	9.69	5.16	34	2.64	1.15	34	3.22	0.92	34
Understanding CP	9.59	5.26	34	2.69	1.12	34	3.18	1.04	34
Assessing CP Unit Performance	9.41	5.82	34	2.53	1.30	34	3.22	1.48	34
Suppressing Cultural Bias	9.21	5.68	34	2.58	1.26	34	2.87	1.12	34
Cross-Cultural Team Building	9.03	6.30	33	2.48	1.46	33	3.15	1.23	33
Knowledge of Religious Influences	9.03	5.93	34	2.45	1.27	34	3.14	1.12	34
Managing Perceptions About the Advisor Team	8.94	6.73	34	2.44	1.51	34	3.12	1.47	34
Dealing with Corruption	8.93	7.23	33	2.26	1.63	34	2.88	1.72	33
Employing a Rapport Plan	8.44	7.12	34	2.29	1.55	34	2.91	1.58	34
Communicating Legitimacy of Advisor Team Work	8.32	6.52	34	2.44	1.50	34	2.79	1.43	34
Tailoring Interactions to Cultural Demographics	7.79	4.86	34	2.14	1.17	34	2.71	1.06	34
Using Nonverbal Behavior	7.58	5.27	33	2.22	1.25	33	2.54	1.06	33

<i>Communications Advisor KSAs</i>	<u>F-I Composite</u>			<u>Frequency</u>			<u>Importance</u>		
	<i>M</i>	<i>SD</i>	<i>N</i>	<i>M</i>	<i>SD</i>	<i>N</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Judging by CP's Standards	7.50	6.51	34	2.35	1.41	34	2.56	1.48	34
Managing Interpersonal Conflict	7.22	6.26	32	2.09	1.53	32	2.84	1.39	32
Building Consensus	6.97	6.80	33	1.97	1.69	33	2.67	1.49	33
Using Proactive Influence Tactics	6.92	3.77	34	2.03	0.92	34	2.73	0.95	34
Informing and Engaging Coalition Forces	6.91	6.31	34	1.80	1.47	34	2.58	1.51	34
Leveraging Cultural Knowledge	6.67	5.04	34	1.93	1.19	34	2.60	1.08	34
Instructing CP without Interpreter	6.62	7.26	34	1.82	1.62	34	2.50	1.60	34
Understanding the Operating Environment	6.52	5.09	34	1.95	1.35	34	2.56	1.19	34
Interacting with Foreign Coalition Forces	5.74	6.84	34	1.54	1.61	34	2.31	1.69	34
Managing a Training Program	5.71	6.31	34	1.68	1.61	34	2.24	1.65	34
Managing Information	5.54	5.08	32	1.60	1.32	34	2.45	1.31	32
Working with Unfamiliar Interpreter	4.47	5.52	34	1.26	1.19	34	2.53	1.78	34
Preparing CP for Negotiations/Meetings	4.35	5.02	34	1.41	1.40	34	2.15	1.65	34
Maintaining a Conversation in CP Language	2.04	3.32	34	0.63	0.96	34	1.35	1.45	34
Working with an Unvetted Interpreter	1.67	3.05	33	0.58	0.94	33	1.69	1.79	32
Reading and Writing in CP Language	0.94	2.60	34	0.35	0.71	34	1.12	1.46	34

Note. Frequency Ratings: 5= More than once a day, 4 = Once a day, 3 = Once a week, 2 = Once a month, 1 = A few times, 0 = Did not perform. Importance Ratings: 5= Extremely important, 4 = Very important, 3 = Moderately important, 2 = Some importance, 1 = Little importance, 0 = None

Table A-9***Means and Standard Deviations for Frequency Ratings of Company Mentor Activities***

<i>Company Mentor Activities (Frequency)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Communicate through an interpreter.	4.85	0.49	20
Conduct a meeting through an interpreter.	4.50	0.76	20
Be tactful toward individuals from another culture.	4.50	0.69	20
Serve as a role model for your counterpart.	4.45	0.60	20
Exhibit a strong work ethic.	4.45	0.69	20
Understand the capabilities of your interpreter.	4.42	0.77	19
Demonstrate a positive attitude.	4.40	0.82	20
Recognize differences between Western culture and your counterpart's culture.	4.32	0.75	19
Instruct a counterpart with the aid of an interpreter.	4.30	0.98	20
Demonstrate tolerance toward individuals from another culture.	4.30	0.98	20
Actively listen to individuals from another culture.	4.30	0.73	20
Recognize differences between U.S. military culture and your counterpart's military culture.	4.20	0.83	20
Exchanging common greetings in your counterpart's language.	4.16	1.42	19
Demonstrate to your counterpart that the transition team provides something of value.	4.15	0.88	20
Become comfortable with non-Western cultural norms.	4.10	1.21	20
Understand the background of your counterpart.	4.10	1.17	20
Establish your credibility with your counterpart.	4.00	0.97	20
Understand the background of your interpreter.	4.00	1.25	19
Evaluate the trustworthiness of your interpreter.	3.95	1.47	19
Behave respectfully within the constraints of the relevant culture.	3.90	1.29	20
Spend "unstructured time" with your counterpart.	3.85	1.23	20
Interact with U.S. coalition forces (non-transition team members).	3.84	1.34	19
Identify the training needs of your counterpart's unit.	3.80	0.95	20
Build a close relationship with your counterpart.	3.80	1.28	20
Teach or instruct a counterpart in acquiring or improving a skill or ability.	3.75	1.12	20
Recognize when individuals from the other culture were trying to manipulate you.	3.75	1.45	20
Identify the training needs of your counterpart.	3.75	0.97	20
Assess the readiness of your counterpart's unit to perform missions.	3.75	0.97	20
Mentor or provide a counterpart with advice or counsel to assist him in making a decision through a mutually developed bond of trust.	3.75	0.97	20
Demonstrate support for your counterpart (increase authority and legitimacy by deferring, promoting, remaining in the shadows as much as possible).	3.75	1.07	20
Demonstrate enthusiasm of the transition team work to your counterpart.	3.74	1.33	19
Use gestures commonly found in the host nation's culture.	3.74	1.45	19

<i>Company Mentor Activities (Frequency)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Speak common words in your counterpart's language.	3.74	1.59	19
Stress unity of effort/purpose with one's counterpart.	3.70	1.26	20
Interpret the body language of individuals from your counterpart's culture.	3.68	1.73	19
Recognize how your counterpart's understanding of time impacts his behavior and decisions.	3.65	1.42	20
Read the facial expressions of individuals from your counterpart's culture.	3.63	1.71	19
Interpret the gestures of individuals from your counterpart's culture.	3.63	1.67	19
Understand your interpreter's cultural biases.	3.63	1.67	19
Praise your counterpart for good performance.	3.60	1.10	20
Stress sustainability to the counterpart.	3.60	1.23	20
Prepare an interpreter for a meeting.	3.60	1.43	20
Communicate to your counterpart that you respect him.	3.55	1.15	20
Use rational persuasion (i.e., provide logical arguments and evidence) to influence your counterpart.	3.55	1.32	20
Be supportive of a counterpart's decisions and activities.	3.53	1.12	19
Predict how your counterpart will behave.	3.50	1.57	20
Prevent personal feelings toward your counterpart from interfering with the transition team mission.	3.50	1.47	20
Follow-up with your counterpart to ensure that work has been accomplished.	3.50	1.05	20
Assess the strengths and weaknesses of your counterpart's unit.	3.45	1.10	20
Understand how religion impacts the current operating environment.	3.45	1.50	20
Coach or guide a counterpart to reach the next level of knowledge or skill.	3.45	1.28	20
Influence how your counterpart perceives your transition team.	3.40	1.60	20
Limit how your cultural bias affects your perceptions of your counterpart's behavior.	3.40	1.31	20
Manage a training program that targets individuals from another culture.	3.35	1.42	20
Capitalize on what motivates your counterpart.	3.35	1.31	20
Become comfortable with eating the food of another culture.	3.30	1.26	20
Spend "unstructured time" with your interpreter.	3.30	1.30	20
Influence how your counterpart perceives you.	3.30	1.53	20
Understand the implications of religion for military operations.	3.25	1.68	20
Deal with corruption in your counterpart's organization.	3.25	1.83	20
Adjust the way you treated individuals from the other culture, depending on their age.	3.25	1.37	20
Gain commitment from the counterpart and the counterpart's team.	3.21	1.36	19
Gain the trust of individuals from the relevant culture.	3.21	1.40	19
Identify sources of corruption in the local environment.	3.20	1.51	20
Give your counterpart feedback for poor performance.	3.20	1.28	20

<i>Company Mentor Activities (Frequency)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Adjust the way you treated individuals from the other culture, depending on their rank.	3.20	1.47	20
Determine which information to provide and withhold from a counterpart.	3.15	1.35	20
Use knowledge about social influences to understand the behavior of an individual from the relevant culture.	3.15	1.57	20
Ask about your counterpart's Family.	3.15	1.18	20
Find ways to deal with or work around corruption in the local environment.	3.10	1.62	20
Restrict sensitive information provided to a counterpart.	3.10	1.59	20
Express compassion toward individuals of a different culture.	3.10	1.52	20
Deal with U.S. coalition partners who do not understand the transition team purpose and mission.	3.10	1.74	20
Manage interpersonal conflict effectively in a cross-cultural setting.	3.05	1.39	19
Use knowledge about customs and traditions to understand the behavior of an individual from the relevant culture.	3.05	1.39	20
Establish short term goals for your counterpart to accomplish.	3.00	1.41	20
Apply principles of team building in a cross-cultural setting.	3.00	1.53	19
Interact with foreign coalition forces.	2.95	1.73	20
Display the body language and posture commonly found in the host nation's culture.	2.95	1.79	20
Use knowledge about military influences to understand the behavior of an individual from the relevant culture.	2.95	1.50	20
Take advantage of the concept of honor in your counterpart's culture.	2.90	1.71	20
Employ a Rapport Plan (continuously plan, execute, and refine methods to increase the closeness of the relationship with your counterpart).	2.90	1.83	20
Stress the legitimacy of the transition team work.	2.85	1.76	20
Use knowledge about educational influences to understand the behavior of an individual from the relevant culture.	2.85	1.53	20
Use knowledge about religious influences to understand the behavior of an individual from the relevant culture.	2.85	1.57	20
Explain to your counterpart how compliance with your request would benefit him (i.e., apply "apprising" tactics to influence your counterpart).	2.85	1.50	20
Stress to coalition forces that the advisor is not in command of the counterpart.	2.85	1.63	20
Communicate organizational goals and objectives to the counterpart.	2.84	1.42	19
Let your counterpart participate in transition team activities or decisions in order to gain his compliance and commitment (i.e., use participation as an influence tactic).	2.80	1.58	20
Judge your counterpart's actions according to his cultural standards.	2.80	1.58	20
Capitalize on the similarities between your beliefs, values, and goals and those of your counterpart.	2.80	1.44	20
Assess the impact of information on military factors.	2.80	1.70	20
Take advantage of how historical events are relevant to the current operating environment.	2.75	1.62	20
Understand the general theology of different religions found in your operating area.	2.75	1.77	20

<i>Company Mentor Activities (Frequency)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Identify and manage potential divisions among religious groups.	2.70	2.13	20
Understand the history of different religions found in your operating area.	2.70	1.66	20
Use knowledge about demographic influences (e.g., age, sex) to understand the behavior of an individual from the relevant culture.	2.65	1.76	20
Use knowledge about economic influences to understand the behavior of an individual from the relevant culture.	2.65	1.53	20
Prepare one's transition team for a meeting in which an interpreter would be used.	2.65	1.69	20
Become comfortable with same-sex activities (e.g., male-male hand holding, kissing during greetings).	2.60	1.76	20
Capitalize on your counterpart's perspective or point of view.	2.60	1.35	20
Speak to others in the host nation's language.	2.60	1.98	20
Build a consensus with individuals from the relevant culture.	2.58	1.64	19
Take advantage of the concept of hospitality in your counterpart's culture.	2.55	1.99	20
Apply pressure tactics as a way to influence your counterpart.	2.55	1.39	20
Instruct a counterpart without the aid of an interpreter.	2.50	1.64	20
Adjust the way you treated individuals from the other culture, depending on their gender.	2.45	1.82	20
Use knowledge about historical influences to understand the behavior of an individual from the relevant culture.	2.45	1.79	20
Communicate the long term goals of the U.S. military to your counterpart.	2.40	1.50	20
Explain the role of the transition team to coalition forces.	2.40	1.57	20
Share personal information about yourself with your interpreter.	2.35	1.31	20
Use knowledge about geography to understand the behavior of an individual from the relevant culture.	2.35	1.69	20
Capitalize on your counterpart's belief system.	2.30	1.45	20
Preparing your counterpart to conduct negotiations and meetings.	2.30	1.78	20
Take advantage of the role of power and authority in the relevant culture.	2.30	1.89	20
Influence your counterpart to adopt a course of action by telling him that you would collaborate (e.g., indicate that you would cooperate or provide resources).	2.30	1.53	20
Share your personal history or information with your counterpart.	2.30	1.26	20
Use knowledge about tribal influences to understand the behavior of an individual from the relevant culture.	2.30	1.84	20
Use knowledge about criminal influences to understand the behavior of an individual from the relevant culture.	2.25	1.62	20
Take advantage of the host nation's military culture.	2.25	1.55	20
Work with an unfamiliar interpreter.	2.25	1.41	20
Use knowledge about professional influences to understand the behavior of an individual from the relevant culture.	2.25	1.71	20
Deal with foreign coalition partners who do not understand the transition team purpose and mission.	2.20	1.64	20

<i>Company Mentor Activities (Frequency)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Adjust the way you treated individuals from the other culture, depending on their social status.	2.20	1.91	20
Use personal appeal (i.e., ask an individual to comply out of loyalty or friendship) to influence your counterpart.	2.20	1.88	20
Take advantage of the role of reconciliation in your counterpart's culture.	2.15	1.81	20
Provide symbolic rewards (e.g., certificates, coins) to your counterpart for good performance.	2.10	1.45	20
Assess the impact of information on social factors.	2.05	1.90	20
Manage the release of information to local civilians.	2.00	1.59	20
Deal with chain of command issues with coalition forces	1.90	1.48	20
Appeal to the emotions of your counterpart (i.e., engage in inspirational influence tactics) to influence him.	1.90	1.74	20
Take advantage of the social hierarchy of the relevant culture.	1.90	1.59	20
Promote your counterpart's authority to coalition forces.	1.70	1.56	20
Use your legitimate authority (i.e., your position, rank, or status) to influence your counterpart.	1.65	1.63	20
Display the facial expressions commonly used by individuals from the host nation.	1.65	1.90	20
Disclose sensitive information to a counterpart.	1.65	1.46	20
Assess the impact of information on local economic factors.	1.60	1.73	20
Prepare coalition partners to conduct cross-cultural negotiations and meetings.	1.60	1.82	20
Offer your counterpart a desired item or action in exchange for compliance with a request (i.e., us exchange tactics as a way to influence your counterpart).	1.50	1.28	20
Assess the impact of information on politics.	1.45	1.67	20
Adjust the way you treated individuals from the other culture, depending on his/her tribal affiliation.	1.25	1.55	20
Capitalize on the concept of "revenge" in your counterpart's culture.	1.15	1.53	20
Talk about Family in your counterpart's language.	0.63	1.30	19
Talk about tribal issues in your counterpart's language.	0.61	1.20	18
Talk about religion in your counterpart's language.	0.58	1.26	19
Read the host nation's language.	0.55	1.10	20
Work with an interpreter from the local population who has not been vetted.	0.55	1.15	20
Talk about economic issues in your counterpart's language	0.53	1.02	19
Write in the host nation's language.	0.50	1.00	20
Talk about sports in your counterpart's language.	0.35	0.93	20
Talk about politics in your counterpart's language.	0.25	0.72	20

Note. 5= More than once a day, 4 = Once a day, 3 = Once a week, 2 = Once a month, 1 = A few times, 0 = Did not perform

Table A-10***Means and Standard Deviations of Importance Ratings for Company Mentor Activities***

<i>Company Mentor Activities (Importance)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Communicate through an interpreter.	4.85	0.49	20
Understand the capabilities of your interpreter.	4.84	0.37	19
Conduct a meeting through an interpreter.	4.75	0.55	20
Serve as a role model for your counterpart.	4.65	0.49	20
Instruct a counterpart with the aid of an interpreter.	4.65	0.81	20
Recognize when individuals from the other culture were trying to manipulate you.	4.65	1.14	20
Spend "unstructured time" with your counterpart.	4.55	0.76	20
Exhibit a strong work ethic.	4.55	0.76	20
Demonstrate tolerance toward individuals from another culture.	4.55	0.60	20
Evaluate the trustworthiness of your interpreter.	4.55	0.76	20
Be tactful toward individuals from another culture.	4.55	0.76	20
Identify the training needs of your counterpart's unit.	4.55	0.69	20
Be supportive of a counterpart's decisions and activities.	4.53	0.70	19
Praise your counterpart for good performance.	4.50	0.69	20
Understand the background of your counterpart.	4.50	0.69	20
Demonstrate to your counterpart that the transition team provides something of value.	4.50	0.83	20
Establish your credibility with your counterpart.	4.50	0.83	20
Actively listen to individuals from another culture.	4.50	0.69	20
Deal with corruption in your counterpart's organization.	4.45	1.28	20
Mentor or provide a counterpart with advice or counsel to assist him in making a decision through a mutually developed bond of trust.	4.45	0.76	20
Limit how your cultural bias affects your perceptions of your counterpart's behavior.	4.45	0.83	20
Recognize differences between Western culture and your counterpart's culture.	4.45	0.76	20
Prevent personal feelings toward your counterpart from interfering with the transition team mission.	4.45	0.76	20
Identify the training needs of your counterpart.	4.40	0.75	20
Assess the strengths and weaknesses of your counterpart's unit.	4.40	0.75	20
Assess the readiness of your counterpart's unit to perform missions.	4.40	0.75	20
Teach or instruct a counterpart in acquiring or improving a skill or ability.	4.35	0.88	20
Become comfortable with eating the food of another culture.	4.35	0.93	20
Build a close relationship with your counterpart.	4.30	0.98	20
Become comfortable with non-Western cultural norms.	4.30	1.22	20
Interact with U.S. coalition forces (non-transition team members).	4.26	1.15	19
Demonstrate enthusiasm of the transition team work to your counterpart.	4.26	1.15	19

<i>Company Mentor Activities (Importance)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Demonstrate a positive attitude.	4.25	0.91	20
Understand the background of your interpreter.	4.25	1.29	20
Stress unity of effort/purpose with one's counterpart.	4.25	1.07	20
Gain the trust of individuals from the relevant culture.	4.21	0.92	19
Stress to coalition forces that the advisor is not in command of the counterpart.	4.20	1.44	20
Establish short term goals for your counterpart to accomplish.	4.20	1.06	20
Recognize differences between U.S. military culture and your counterpart's military culture.	4.20	0.83	20
Give your counterpart feedback for poor performance.	4.20	1.15	20
Identify sources of corruption in the local environment.	4.15	1.27	20
Communicate to your counterpart that you respect him.	4.15	1.18	20
Provide symbolic rewards (e.g., certificates, coins) to your counterpart for good performance.	4.15	1.09	20
Demonstrate support for your counterpart (increase authority and legitimacy by deferring, promoting, remaining in the shadows as much as possible).	4.15	1.09	20
Follow-up with your counterpart to ensure that work has been accomplished.	4.10	1.02	20
Stress sustainability to the counterpart.	4.10	1.25	20
Understand the implications of religion for military operations.	4.10	1.33	20
Ask about your counterpart's Family.	4.10	1.02	20
Find ways to deal with or work around corruption in the local environment.	4.05	1.70	20
Use knowledge about social influences to understand the behavior of an individual from the relevant culture.	4.05	1.28	20
Determine which information to provide and withhold from a counterpart.	4.05	1.28	20
Understand your interpreter's cultural biases.	4.05	1.54	20
Coach or guide a counterpart to reach the next level of knowledge or skill.	4.00	1.17	20
Capitalize on what motivates your counterpart.	4.00	1.03	20
Behave respectfully within the constraints of the relevant culture.	4.00	1.41	20
Recognize how your counterpart's understanding of time impacts his behavior and decisions.	4.00	1.26	20
Understand how religion impacts the current operating environment.	3.90	1.45	20
Adjust the way you treated individuals from the other culture, depending on their gender.	3.90	1.52	20
Manage a training program that targets individuals from another culture.	3.90	1.48	20
Gain commitment from the counterpart and the counterpart's team.	3.89	1.45	19
Predict how your counterpart will behave.	3.85	1.23	20
Prepare an interpreter for a meeting.	3.85	1.60	20
Exchanging common greetings in your counterpart's language.	3.84	1.42	19
Understand the general theology of different religions found in your operating area.	3.80	1.28	20

<i>Company Mentor Activities (Importance)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Adjust the way you treated individuals from the other culture, depending on their age.	3.80	1.40	20
Use rational persuasion (i.e., provide logical arguments and evidence) to influence your counterpart.	3.80	1.51	20
Apply principles of team building in a cross-cultural setting.	3.79	1.13	19
Manage interpersonal conflict effectively in a cross-cultural setting.	3.79	1.27	19
Use knowledge about customs and traditions to understand the behavior of an individual from the relevant culture.	3.75	1.45	20
Adjust the way you treated individuals from the other culture, depending on their rank.	3.75	1.37	20
Interpret the body language of individuals from your counterpart's culture.	3.74	1.41	19
Capitalize on your counterpart's perspective or point of view.	3.70	1.13	20
Express compassion toward individuals of a different culture.	3.70	1.49	20
Influence how your counterpart perceives your transition team.	3.65	1.39	20
Use knowledge about military influences to understand the behavior of an individual from the relevant culture.	3.65	1.39	20
Use gestures commonly found in the host nation's culture.	3.63	1.61	19
Read the facial expressions of individuals from your counterpart's culture.	3.63	1.42	19
Interpret the gestures of individuals from your counterpart's culture.	3.63	1.34	19
Speak common words in your counterpart's language.	3.63	1.54	19
Restrict sensitive information provided to a counterpart.	3.60	1.35	20
Let your counterpart participate in transition team activities or decisions in order to gain his compliance and commitment (i.e., use participation as an influence tactic).	3.60	1.43	20
Explain to your counterpart how compliance with your request would benefit him (i.e., apply "appraising" tactics to influence your counterpart).	3.60	1.27	20
Influence how your counterpart perceives you.	3.60	1.39	20
Communicate organizational goals and objectives to the counterpart.	3.58	1.30	19
Use knowledge about religious influences to understand the behavior of an individual from the relevant culture.	3.55	1.57	20
Apply pressure tactics as a way to influence your counterpart.	3.55	1.47	20
Take advantage of the concept of honor in your counterpart's culture.	3.55	1.54	20
Employ a Rapport Plan (continuously plan, execute, and refine methods to increase the closeness of the relationship with your counterpart).	3.55	1.61	20
Understand the history of different religions found in your operating area.	3.53	1.47	19
Take advantage of how historical events are relevant to the current operating environment.	3.50	1.47	20
Explain the role of the transition team to coalition forces.	3.50	1.36	20
Interact with foreign coalition forces.	3.50	1.54	20
Manage the release of information to local civilians.	3.50	1.76	20
Deal with U.S. coalition partners who do not understand the transition team purpose and mission.	3.45	1.61	20

<i>Company Mentor Activities (Importance)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Assess the impact of information on military factors.	3.45	1.67	20
Instruct a counterpart without the aid of an interpreter.	3.45	1.64	20
Use knowledge about educational influences to understand the behavior of an individual from the relevant culture.	3.40	1.31	20
Identify and manage potential divisions among religious groups.	3.40	1.79	20
Spend "unstructured time" with your interpreter.	3.35	1.57	20
Communicate the long term goals of the U.S. military to your counterpart.	3.35	1.53	20
Adjust the way you treated individuals from the other culture, depending on their social status.	3.35	1.81	20
Judge your counterpart's actions according to his cultural standards.	3.35	1.46	20
Speak to others in the host nation's language.	3.32	1.67	19
Use knowledge about tribal influences to understand the behavior of an individual from the relevant culture.	3.30	1.59	20
Stress the legitimacy of the transition team work.	3.30	1.81	20
Capitalize on the similarities between your beliefs, values, and goals and those of your counterpart.	3.30	1.38	20
Capitalize on your counterpart's belief system.	3.21	1.51	19
Preparing your counterpart to conduct negotiations and meetings.	3.20	1.47	20
Use knowledge about demographic influences (e.g., age, sex) to understand the behavior of an individual from the relevant culture.	3.15	1.57	20
Become comfortable with same-sex activities (e.g., male-male hand holding, kissing during greetings).	3.15	1.81	20
Use knowledge about historical influences to understand the behavior of an individual from the relevant culture.	3.11	1.70	19
Use knowledge about economic influences to understand the behavior of an individual from the relevant culture.	3.10	1.12	20
Display the body language and posture commonly found in the host nation's culture.	3.10	1.65	20
Disclose sensitive information to a counterpart.	3.10	1.89	20
Influence your counterpart to adopt a course of action by telling him that you would collaborate (e.g., indicate that you would cooperate or provide resources).	3.10	1.62	20
Share personal information about yourself with your interpreter.	3.10	1.52	20
Prepare one's transition team for a meeting in which an interpreter would be used.	3.10	1.71	20
Build a consensus with individuals from the relevant culture.	3.05	1.58	19
Use knowledge about professional influences to understand the behavior of an individual from the relevant culture.	3.05	1.50	20
Take advantage of the concept of hospitality in your counterpart's culture.	3.05	2.01	20
Promote your counterpart's authority to coalition forces.	3.05	1.88	20
Share your personal history or information with your counterpart.	3.05	1.36	20
Work with an unfamiliar interpreter.	3.05	1.57	20

<i>Company Mentor Activities (Importance)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Take advantage of the role of power and authority in the relevant culture.	2.80	1.91	20
Use personal appeal (i.e., ask an individual to comply out of loyalty or friendship) to influence your counterpart.	2.80	1.54	20
Prepare coalition partners to conduct cross-cultural negotiations and meetings.	2.75	1.94	20
Deal with foreign coalition partners who do not understand the transition team purpose and mission.	2.75	1.65	20
Use knowledge about criminal influences to understand the behavior of an individual from the relevant culture.	2.75	1.65	20
Assess the impact of information on social factors.	2.75	1.94	20
Offer your counterpart a desired item or action in exchange for compliance with a request (i.e., us exchange tactics as a way to influence your counterpart).	2.75	1.48	20
Use knowledge about geography to understand the behavior of an individual from the relevant culture.	2.70	1.75	20
Deal with chain of command issues with coalition forces	2.70	1.59	20
Take advantage of the role of reconciliation in your counterpart's culture.	2.65	1.76	20
Use your legitimate authority (i.e., your position, rank, or status) to influence your counterpart.	2.60	1.60	20
Take advantage of the host nation's military culture.	2.55	1.61	20
Assess the impact of information on local economic factors.	2.45	2.01	20
Appeal to the emotions of your counterpart (i.e., engage in inspirational influence tactics) to influence him.	2.45	1.67	20
Take advantage of the social hierarchy of the relevant culture.	2.25	1.77	20
Assess the impact of information on politics.	2.25	2.05	20
Adjust the way you treated individuals from the other culture, depending on his/her tribal affiliation.	1.95	1.93	20
Capitalize on the concept of “revenge” in your counterpart’s culture.	1.95	1.96	20
Display the facial expressions commonly used by individuals from the host nation.	1.85	1.53	20
Talk about Family in your counterpart's language.	1.68	1.80	19
Work with an interpreter from the local population who has not been vetted.	1.60	1.90	20
Talk about religion in your counterpart's language.	1.58	1.74	19
Talk about tribal issues in your counterpart's language.	1.56	1.62	18
Read the host nation’s language.	1.53	1.58	19
Talk about economic issues in your counterpart's language	1.39	1.65	18
Write in the host nation’s language.	1.37	1.50	19
Talk about politics in your counterpart's language.	1.16	1.34	19
Talk about sports in your counterpart's language.	0.95	1.39	19

Note. 5= Extremely important, 4 = Very important, 3 = Moderately important, 2 = Some importance, 1 = Little importance, 0 = None

Table A-11***Means and Standard Deviations of F-I Ratings for Company Mentor Activities***

<i>Company Mentor Activities (F-I Composite)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Communicate through an interpreter.	23.75	4.01	20
Conduct a meeting through an interpreter.	21.70	5.29	20
Understand the capabilities of your interpreter.	21.47	4.45	19
Serve as a role model for your counterpart.	20.85	4.43	20
Be tactful toward individuals from another culture.	20.80	5.73	20
Exhibit a strong work ethic.	20.65	5.71	20
Instruct a counterpart with the aid of an interpreter.	20.40	6.28	20
Demonstrate tolerance toward individuals from another culture.	20.00	6.34	20
Actively listen to individuals from another culture.	19.70	5.62	20
Recognize differences between Western culture and your counterpart's culture.	19.58	5.77	19
Demonstrate a positive attitude.	19.20	6.28	20
Demonstrate to your counterpart that the transition team provides something of value.	19.20	6.14	20
Understand the background of your counterpart.	18.90	7.06	20
Become comfortable with non-Western cultural norms.	18.65	6.54	20
Evaluate the trustworthiness of your interpreter.	18.58	8.09	19
Establish your credibility with your counterpart.	18.45	6.37	20
Recognize when individuals from the other culture were trying to manipulate you.	18.45	7.45	20
Understand the background of your interpreter.	18.32	7.37	19
Spend "unstructured time" with your counterpart.	18.20	6.59	20
Recognize differences between U.S. military culture and your counterpart's military culture.	18.10	6.18	20
Identify the training needs of your counterpart's unit.	17.55	5.94	20
Interact with U.S. coalition forces (non-transition team members).	17.53	8.28	19
Exchange common greetings in your counterpart's language.	17.26	8.14	19
Build a close relationship with your counterpart.	17.20	7.50	20
Behave respectfully within the constraints of the relevant culture.	17.10	7.86	20
Mentor or provide a counterpart with advice or counsel to assist him in making a decision through a mutually developed bond of trust.	17.05	6.25	20
Demonstrate enthusiasm of the transition team work to your counterpart.	17.00	7.99	19
Identify the training needs of your counterpart.	16.80	6.03	20
Assess the readiness of your counterpart's unit to perform missions.	16.75	5.82	20
Understand your interpreter's cultural biases.	16.74	8.85	19
Teach or instruct a counterpart in acquiring or improving a skill or ability.	16.65	7.03	20
Praise your counterpart for good performance.	16.60	6.41	20

<i>Company Mentor Activities (F-I Composite)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Stress unity of effort/purpose with one's counterpart.	16.45	8.00	20
Demonstrate support for your counterpart (increase authority and legitimacy by deferring, promoting, remaining in the shadows as much as possible).	16.45	7.49	20
Be supportive of a counterpart's decisions and activities.	16.26	6.44	19
Recognize how your counterpart's understanding of time impacts his behavior and decisions.	16.00	7.81	20
Prevent personal feelings toward your counterpart from interfering with the transition team mission.	16.00	8.02	20
Stress sustainability to the counterpart.	15.95	7.26	20
Prepare an interpreter for a meeting.	15.80	8.54	20
Communicate to your counterpart that you respect him.	15.65	6.11	20
Assess the strengths and weaknesses of your counterpart's unit.	15.60	6.68	20
Interpret the body language of individuals from your counterpart's culture.	15.58	9.28	19
Deal with corruption in your counterpart's organization.	15.25	9.26	20
Speak common words in your counterpart's language.	15.11	8.82	19
Understand how religion impacts the current operating environment.	15.10	9.05	20
Follow-up with your counterpart to ensure that work has been accomplished.	15.00	6.32	20
Limit how your cultural bias affects your perceptions of your counterpart's behavior.	15.00	6.76	20
Use gestures commonly found in the host nation's culture.	14.84	8.93	19
Read the facial expressions of individuals from your counterpart's culture.	14.79	8.82	19
Interpret the gestures of individuals from your counterpart's culture.	14.79	8.55	19
Coach or guide a counterpart to reach the next level of knowledge or skill.	14.75	7.95	20
Manage a training program that targets individuals from another culture.	14.60	8.35	20
Become comfortable with eating the food of another culture.	14.55	6.73	20
Use rational persuasion (i.e., provide logical arguments and evidence) to influence your counterpart.	14.55	8.11	20
Find ways to deal with or work around corruption in the local environment.	14.50	8.44	20
Give your counterpart feedback for poor performance.	14.35	7.41	20
Identify sources of corruption in the local environment.	14.35	8.11	20
Predict how your counterpart will behave.	14.30	8.50	20
Gain the trust of individuals from the relevant culture.	14.16	8.00	19
Understand the implications of religion for military operations.	14.15	8.46	20
Influence how your counterpart perceives your transition team.	14.15	9.05	20
Gain commitment from the counterpart and the counterpart's team.	13.95	7.49	19
Determine which information to provide and withhold from a counterpart.	13.90	7.62	20
Use knowledge about social influences to understand the behavior of an individual from the relevant culture.	13.85	8.43	20

<i>Company Mentor Activities (F-I Composite)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Adjust the way you treated individuals from the other culture, depending on their age.	13.75	7.72	20
Capitalize on what motivates your counterpart.	13.70	7.46	20
Influence how your counterpart perceives you.	13.50	8.68	20
Adjust the way you treated individuals from the other culture, depending on their rank.	13.35	8.15	20
Ask about your counterpart's Family.	13.25	6.66	20
Establish short term goals for your counterpart to accomplish.	13.10	7.50	20
Stress to coalition forces that the advisor is not in command of the counterpart.	13.05	8.73	20
Deal with U.S. coalition partners who do not understand the transition team purpose and mission.	12.70	8.93	20
Apply principles of team building in a cross-cultural setting.	12.68	8.00	19
Employ a Rapport Plan (continuously plan, execute, and refine methods to increase the closeness of the relationship with your counterpart).	12.65	9.44	20
Use knowledge about customs and traditions to understand the behavior of an individual from the relevant culture.	12.55	7.65	20
Express compassion toward individuals of a different culture.	12.50	8.34	20
Manage interpersonal conflict effectively in a cross-cultural setting.	12.42	7.22	19
Interact with foreign coalition forces.	12.15	8.88	20
Identify and manage potential divisions among religious groups.	12.15	10.80	20
Restrict sensitive information provided to a counterpart.	12.10	8.61	20
Use knowledge about military influences to understand the behavior of an individual from the relevant culture.	12.05	7.84	20
Spend "unstructured time" with your interpreter.	12.05	7.31	20
Stress the legitimacy of the transition team work.	12.05	9.65	20
Let your counterpart participate in transition team activities and decisions in order to gain his compliance and commitment (i.e., use participation as an influence tactic).	11.70	8.88	20
Understand the general theology of different religions found in your operating area.	11.65	8.76	20
Explain to your counterpart how compliance with your request would benefit him (i.e., apply "appraising" tactics to influence your counterpart).	11.60	8.06	20
Understand the history of different religions found in your operating area.	11.58	8.15	19
Take advantage of the concept of honor in your counterpart's culture.	11.50	8.38	20
Display the body language and posture commonly found in the host nation's culture.	11.50	9.01	20
Use knowledge about religious influences to understand the behavior of an individual from the relevant culture.	11.45	8.22	20
Communicate organizational goals and objectives to the counterpart.	11.37	7.10	19
Assess the impact of information on military factors.	11.35	8.40	20
Use knowledge about educational influences to understand the behavior of an individual from the relevant culture.	11.30	8.47	20
Take advantage of how historical events relate to the current operating environment.	11.30	8.44	20

<i>Company Mentor Activities (F-I Composite)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Take advantage of the concept of hospitality in your counterpart's culture.	11.10	9.96	20
Judge your counterpart's actions according to his cultural standards.	11.00	8.49	20
Adjust the way you treated individuals from the other culture, depending on their gender.	10.95	8.86	20
Capitalize on the similarities between your beliefs, values, and goals and those of your counterpart.	10.85	7.03	20
Speak to others in the host nation's language.	10.80	9.59	20
Use knowledge about demographic influences (e.g., age, sex) to understand the behavior of an individual from the relevant culture.	10.45	8.61	20
Become comfortable with same-sex activities (e.g., male-male hand holding, kissing during greetings).	10.45	8.78	20
Prepare one's transition team for a meeting in which an interpreter would be used.	10.35	8.89	20
Apply pressure tactics as a way to influence your counterpart.	10.10	7.11	20
Instruct a counterpart without the aid of an interpreter.	10.05	7.74	20
Communicate the long term goals of the U.S. military to your counterpart.	9.90	8.01	20
Use knowledge about historical influences to understand the behavior of an individual from the relevant culture.	9.89	9.01	19
Capitalize on your counterpart's perspective or point of view.	9.70	6.49	20
Adjust the way you treated individuals from the other culture, depending on their social status.	9.70	9.16	20
Build a consensus with individuals from the relevant culture.	9.68	7.47	19
Prepare your counterpart to conduct negotiations and meetings.	9.45	9.17	20
Use knowledge about tribal influences to understand the behavior of an individual from the relevant culture.	9.40	9.00	20
Use knowledge about economic influences to understand the behavior of an individual from the relevant culture.	9.35	7.44	20
Explain the role of the transition team to coalition forces.	9.20	7.75	20
Provide symbolic rewards (e.g., certificates, coins) to your counterpart for good performance.	9.15	7.30	20
Take advantage of the role of power and authority in the relevant culture.	9.15	8.89	20
Use knowledge about geography to understand the behavior of an individual from the relevant culture.	8.95	8.41	20
Influence your counterpart to adopt a course of action by telling him that you would collaborate (e.g., indicate that you would cooperate or provide resources).	8.85	7.90	20
Capitalize on your counterpart's belief system.	8.79	6.19	19
Use knowledge about professional influences to understand the behavior of an individual from the relevant culture.	8.75	7.68	20
Use personal appeal (i.e., ask an individual to comply out of loyalty or friendship) to influence your counterpart.	8.60	9.31	20
Manage the release of information to local civilians.	8.55	7.68	20

<i>Company Mentor Activities (F-I Composite)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Use knowledge about criminal influences to understand the behavior of an individual from the relevant culture.	8.35	7.51	20
Assess the impact of information on social factors.	8.35	9.26	20
Take advantage of the role of reconciliation in your counterpart's culture.	7.95	8.09	20
Take advantage of the host nation's military culture.	7.80	7.40	20
Share your personal history or information with your counterpart.	7.75	6.09	20
Share personal information about yourself with your interpreter.	7.75	5.70	20
Work with an unfamiliar interpreter.	7.45	6.06	20
Deal with foreign coalition partners who do not understand the transition team purpose and mission.	7.40	6.93	20
Promote your counterpart's authority to coalition forces.	7.05	7.60	20
Prepare coalition partners to conduct cross-cultural negotiations and meetings.	6.95	8.74	20
Appeal to the emotions of your counterpart (i.e., engage in inspirational influence tactics) to influence him.	6.95	7.95	20
Disclose sensitive information to a counterpart.	6.70	6.17	20
Take advantage of the social hierarchy of the relevant culture.	6.55	6.53	20
Assess the impact of information on local economic factors.	6.50	8.09	20
Deal with chain of command issues with coalition forces.	6.50	7.30	20
Assess the impact of information on politics.	6.05	8.00	20
Use your legitimate authority (i.e., your position, rank, or status) to influence your counterpart.	5.50	6.94	20
Display the facial expressions commonly used by individuals from the host nation.	5.35	7.61	20
Offer your counterpart something that he wants in exchange for compliance with a request (i.e., use exchange tactics as a way to influence your counterpart).	4.80	6.07	20
Adjust how you treat an individual from the other culture, depending on his/her tribal affiliation.	4.20	6.34	20
Capitalize on the concept of "revenge" in your counterpart's culture.	4.15	6.89	20
Talk about tribal issues in your counterpart's language.	2.06	4.09	18
Talk about Family in your counterpart's language.	2.05	4.14	19
Talk about religion in your counterpart's language.	1.95	4.17	19
Work with an interpreter from the local population who has not been vetted.	1.90	4.42	20
Read the host nation's language.	1.80	3.75	20
Talk about economic issues in your counterpart's language.	1.68	3.84	19
Write in the host nation's language.	1.40	2.95	20
Talk about sports in your counterpart's language.	1.25	3.32	20
Talk about politics in your counterpart's language.	0.70	2.15	20

Table A-12*Means and Standard Deviations of F-I, Frequency, and Importance Ratings for Company Mentor KSAs*

<i>Company Mentor KSAs</i>	<u>F-I Composite</u>			<u>Frequency</u>			<u>Importance</u>		
	<i>M</i>	<i>SD</i>	<i>N</i>	<i>M</i>	<i>SD</i>	<i>N</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Instructing CP through Interpreter	20.40	6.28	20	4.30	0.98	20	4.65	0.81	20
Role Modeling	19.24	5.05	19	4.24	0.66	19	4.41	0.72	19
Establishing Credibility	18.83	5.92	20	4.08	0.88	20	4.50	0.79	20
Sensing Manipulation	18.45	7.45	20	3.75	1.45	20	4.65	1.14	20
Consideration and Respect	17.63	4.15	20	3.94	0.57	20	4.24	0.65	20
Identifying Training Needs	17.18	5.85	20	3.78	0.94	20	4.48	0.66	20
Using an Interpreter	16.61	3.72	19	3.70	0.58	19	4.06	0.67	20
Comparing One's Culture with CP Culture	16.37	4.93	19	3.75	0.79	20	3.98	0.69	20
Assessing CP Unit Performance	16.18	6.00	20	3.60	0.98	20	4.40	0.74	20
Speaking Common Words in CP Language	16.18	7.93	19	3.95	1.37	19	3.74	1.43	19
Mentoring and Coaching	16.15	6.62	20	3.65	1.04	20	4.27	0.82	20
Interpreting Nonverbal Behavior	15.05	8.55	19	3.65	1.66	19	3.67	1.33	19
Suppressing Cultural Bias	14.93	4.34	20	3.38	0.82	20	4.14	0.75	20
Interacting with US Coalition Forces	14.79	7.58	19	3.42	1.37	19	3.82	1.18	19
Dealing with Corruption	14.70	7.22	20	3.18	1.41	20	4.22	1.09	20
Managing a Training Program	14.60	8.35	20	3.35	1.42	20	3.90	1.48	20
Building Rapport	14.41	4.55	20	3.30	0.78	20	4.12	0.62	20
Managing Perceptions About the Advisor Team	13.83	8.38	20	3.35	1.43	20	3.63	1.16	20
Managing CP Performance	13.78	5.42	20	3.10	0.96	20	4.24	0.77	20
Understanding CP	13.57	4.68	20	3.25	0.93	20	3.88	0.64	20
Establishing Goals	13.39	5.20	20	3.12	0.97	20	3.90	0.78	20
Knowledge of Religious Influences	12.87	7.41	20	2.97	1.41	20	3.74	1.10	20
Cross-Cultural Team Building	12.68	8.00	19	3.00	1.53	19	3.79	1.13	19
Employing a Rapport Plan	12.65	9.44	20	2.90	1.83	20	3.55	1.61	20
Managing Interpersonal Conflict	12.42	7.22	19	3.05	1.39	19	3.79	1.27	19
Communicating Legitimacy of Advisor Team Work	12.05	9.65	20	2.85	1.76	20	3.30	1.81	20
Judging by CP's Standards	11.00	8.49	20	2.80	1.58	20	3.35	1.46	20

<i>Company Mentor KSAs</i>	<u>F-I Composite</u>			<u>Frequency</u>			<u>Importance</u>		
	<i>M</i>	<i>SD</i>	<i>N</i>	<i>M</i>	<i>SD</i>	<i>N</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Using Nonverbal Behavior	10.58	6.75	19	2.79	1.33	19	2.88	1.31	19
Understanding the Operating Environment	10.53	6.56	20	2.65	1.36	20	3.29	1.06	20
Tailoring Interactions to Cultural Demographics	10.39	4.99	20	2.47	1.01	20	3.35	0.97	20
Using Proactive Influence Tactics	10.25	4.00	20	2.57	0.79	20	3.29	0.81	20
Instructing CP without Interpreter	10.05	7.74	20	2.50	1.64	20	3.45	1.64	20
Interacting with Foreign Coalition Forces	9.78	7.37	20	2.58	1.59	20	3.13	1.38	20
Building Consensus	9.68	7.47	19	2.58	1.64	19	3.05	1.58	19
Preparing CP for Negotiations/Meetings	9.45	9.17	20	2.30	1.78	20	3.20	1.47	20
Managing Information	9.19	5.68	20	2.23	1.11	20	3.14	1.23	20
Leveraging Cultural Knowledge	8.69	5.50	20	2.24	1.25	20	2.79	1.20	20
Informing and Engaging Coalition Forces	8.55	5.88	20	2.09	1.23	20	3.24	1.16	20
Working with Unfamiliar Interpreter	7.45	6.06	20	2.25	1.41	20	3.05	1.57	20
Working with an Unvetted Interpreter	1.90	4.42	20	0.55	1.15	20	1.60	1.90	20
Maintaining a Conversation in CP Language	1.61	3.04	19	0.49	0.97	19	1.41	1.26	19
Reading and Writing in CP Language	1.60	3.31	20	0.53	1.04	20	1.45	1.53	19

Note. Frequency Ratings: 5= More than once a day, 4 = Once a day, 3 = Once a week, 2 = Once a month, 1 = A few times, 0 = Did not perform. Importance Ratings: 5= Extremely important, 4 = Very important, 3 = Moderately important, 2 = Some importance, 1 = Little importance, 0 = None

Table A-13***Means and Standard Deviations for Frequency Ratings of Deputy Team Chief Activities***

<i>Deputy Team Chief Activities (Frequency)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Communicate through an interpreter.	4.55	0.76	38
Demonstrate tolerance toward individuals from another culture.	4.32	0.70	38
Be tactful toward individuals from another culture.	4.18	0.95	38
Exhibit a strong work ethic.	4.16	0.92	38
Establish your credibility with your counterpart.	4.05	1.01	38
Actively listen to individuals from another culture.	4.03	0.97	38
Conduct a meeting through an interpreter.	4.00	0.99	38
Recognize differences between Western culture and your counterpart's culture.	3.97	1.13	38
Recognize differences between U.S. military culture and your counterpart's military culture.	3.97	1.10	38
Serve as a role model for your counterpart.	3.92	1.17	38
Read the facial expressions of individuals from your counterpart's culture.	3.89	1.59	37
Demonstrate to your counterpart that the transition team provides something of value.	3.87	0.88	38
Behave respectfully within the constraints of the relevant culture.	3.87	0.96	38
Build a close relationship with your counterpart.	3.87	1.02	38
Demonstrate a positive attitude.	3.87	1.07	38
Exchanging common greetings in your counterpart's language.	3.84	1.79	37
Instruct a counterpart with the aid of an interpreter.	3.82	1.09	38
Become comfortable with non-Western cultural norms.	3.82	1.29	38
Interact with U.S. coalition forces (non-transition team members).	3.79	1.40	38
Speak common words in your counterpart's language.	3.78	1.80	37
Recognize when individuals from the other culture were trying to manipulate you.	3.70	1.43	37
Interpret the body language of individuals from your counterpart's culture.	3.70	1.70	37
Understand the capabilities of your interpreter.	3.67	1.47	36
Interpret the gestures of individuals from your counterpart's culture.	3.65	1.57	37
Communicate to your counterpart that you respect him.	3.61	1.13	38
Understand the background of your counterpart.	3.57	1.07	37
Evaluate the trustworthiness of your interpreter.	3.51	1.46	35
Spend "unstructured time" with your interpreter.	3.50	1.54	38
Follow-up with your counterpart to ensure that work has been accomplished.	3.49	1.30	37
Recognize how your counterpart's understanding of time impacts his behavior and decisions.	3.47	1.35	38
Become comfortable with eating the food of another culture.	3.47	1.25	38
Understand your interpreter's cultural biases.	3.47	1.46	36

<i>Deputy Team Chief Activities (Frequency)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Be supportive of a counterpart's decisions and activities.	3.46	1.14	37
Understand the background of your interpreter.	3.39	1.50	36
Use gestures commonly found in the host nation's culture.	3.38	1.75	37
Predict how your counterpart will behave.	3.34	1.32	38
Mentor or provide a counterpart with advice or counsel to assist him in making a decision through a mutually developed bond of trust.	3.34	1.44	38
Ask about your counterpart's Family.	3.30	1.41	37
Judge your counterpart's actions according to his cultural standards.	3.29	1.27	38
Adjust the way you treated individuals from the other culture, depending on their age.	3.26	1.59	38
Influence how your counterpart perceives your transition team.	3.26	1.43	38
Express compassion toward individuals of a different culture.	3.22	1.46	37
Identify the training needs of your counterpart.	3.22	1.32	37
Identify the training needs of your counterpart's unit.	3.22	1.32	37
Stress unity of effort/purpose with one's counterpart.	3.21	1.32	38
Spend "unstructured time" with your counterpart.	3.18	1.37	38
Prepare an interpreter for a meeting.	3.16	1.31	38
Praise your counterpart for good performance.	3.16	1.41	38
Adjust the way you treated individuals from the other culture, depending on their rank.	3.16	1.52	38
Assess the strengths and weaknesses of your counterpart's unit.	3.14	1.27	37
Demonstrate enthusiasm of the transition team work to your counterpart.	3.13	1.51	38
Capitalize on what motivates your counterpart.	3.13	1.21	38
Use rational persuasion (i.e., provide logical arguments and evidence) to influence your counterpart.	3.11	1.33	38
Demonstrate support for your counterpart (increase authority and legitimacy by deferring, promoting, remaining in the shadows as much as possible).	3.11	1.50	38
Share personal information about yourself with your interpreter.	3.08	1.46	38
Gain commitment from the counterpart and the counterpart's team.	3.05	1.31	37
Gain the trust of individuals from the relevant culture.	3.05	1.52	38
Deal with corruption in your counterpart's organization.	3.00	1.68	38
Teach or instruct a counterpart in acquiring or improving a skill or ability.	3.00	1.32	38
Coach or guide a counterpart to reach the next level of knowledge or skill.	2.97	1.50	38
Influence how your counterpart perceives you.	2.97	1.53	38
Understand how religion impacts the current operating environment.	2.97	1.48	37
Limit how your cultural bias affects your perceptions of your counterpart's behavior.	2.92	1.46	38
Capitalize on the similarities between your beliefs, values, and goals and those of your counterpart.	2.92	1.46	38
Assess the readiness of your counterpart's unit to perform missions.	2.89	1.29	37

<i>Deputy Team Chief Activities (Frequency)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Find ways to deal with or work around corruption in the local environment.	2.87	1.79	38
Stress sustainability to the counterpart.	2.87	1.51	38
Become comfortable with same-sex activities (e.g., male-male hand holding, kissing during greetings).	2.87	1.68	38
Identify sources of corruption in the local environment.	2.87	1.66	38
Employ a Rapport Plan (continuously plan, execute, and refine methods to increase the closeness of the relationship with your counterpart).	2.86	1.53	37
Explain to your counterpart how compliance with your request would benefit him (i.e., apply “apprising” tactics to influence your counterpart).	2.84	1.41	38
Communicate organizational goals and objectives to the counterpart.	2.84	1.46	37
Use knowledge about social influences to understand the behavior of an individual from the relevant culture.	2.79	1.32	38
Deal with U.S. coalition partners who do not understand the transition team purpose and mission.	2.76	1.79	38
Stress to coalition forces that the advisor is not in command of the counterpart.	2.75	1.56	36
Take advantage of the concept of honor in your counterpart's culture.	2.74	1.57	38
Use knowledge about customs and traditions to understand the behavior of an individual from the relevant culture.	2.74	1.27	38
Capitalize on your counterpart's perspective or point of view.	2.74	1.31	38
Display the body language and posture commonly found in the host nation's culture.	2.74	1.98	38
Prevent personal feelings toward your counterpart from interfering with the transition team mission.	2.73	1.76	37
Deal with chain of command issues with coalition forces	2.73	1.50	37
Determine which information to provide and withhold from a counterpart.	2.71	1.72	38
Stress the legitimacy of the transition team work.	2.68	1.60	38
Take advantage of the role of power and authority in the relevant culture.	2.68	1.61	38
Establish short term goals for your counterpart to accomplish.	2.66	1.28	38
Take advantage of the concept of hospitality in your counterpart's culture.	2.63	1.62	38
Give your counterpart feedback for poor performance.	2.63	1.34	38
Influence your counterpart to adopt a course of action by telling him that you would collaborate (e.g., indicate that you would cooperate or provide resources).	2.58	1.57	38
Explain the role of the transition team to coalition forces.	2.53	1.67	38
Use knowledge about professional influences to understand the behavior of an individual from the relevant culture.	2.53	1.45	38
Speak to others in the host nation's language.	2.53	1.78	38
Let your counterpart participate in transition team activities or decisions in order to gain his compliance and commitment (i.e., use participation as an influence tactic).	2.53	1.66	38
Apply principles of team building in a cross-cultural setting.	2.51	1.54	37
Communicate the long term goals of the U.S. military to your counterpart.	2.50	1.50	38

<i>Deputy Team Chief Activities (Frequency)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Share your personal history or information with your counterpart.	2.50	1.35	38
Use knowledge about military influences to understand the behavior of an individual from the relevant culture.	2.45	1.39	38
Adjust the way you treated individuals from the other culture, depending on their social status.	2.39	1.72	38
Capitalize on your counterpart's belief system.	2.39	1.42	38
Promote your counterpart's authority to coalition forces.	2.38	1.59	37
Understand the implications of religion for military operations.	2.38	1.59	37
Understand the history of different religions found in your operating area.	2.38	1.52	37
Use personal appeal (i.e., ask an individual to comply out of loyalty or friendship) to influence your counterpart.	2.37	1.67	38
Build a consensus with individuals from the relevant culture.	2.35	1.55	37
Assess the impact of information on military factors.	2.34	1.60	38
Take advantage of how historical events are relevant to the current operating environment.	2.33	1.53	36
Manage interpersonal conflict effectively in a cross-cultural setting.	2.32	1.45	37
Understand the general theology of different religions found in your operating area.	2.32	1.78	37
Use knowledge about religious influences to understand the behavior of an individual from the relevant culture.	2.32	1.42	38
Manage a training program that targets individuals from another culture.	2.29	1.64	38
Apply pressure tactics as a way to influence your counterpart.	2.24	1.48	38
Interact with foreign coalition forces.	2.21	1.93	38
Offer your counterpart a desired item or action in exchange for compliance with a request (i.e., us exchange tactics as a way to influence your counterpart).	2.21	1.38	38
Adjust the way you treated individuals from the other culture, depending on their gender.	2.18	1.92	38
Prepare one's transition team for a meeting in which an interpreter would be used.	2.16	1.57	38
Identify and manage potential divisions among religious groups.	2.08	1.72	37
Restrict sensitive information provided to a counterpart.	2.08	1.63	38
Use knowledge about tribal influences to understand the behavior of an individual from the relevant culture.	2.05	1.49	38
Prepare coalition partners to conduct cross-cultural negotiations and meetings.	2.00	1.78	37
Assess the impact of information on social factors.	1.97	1.81	38
Preparing your counterpart to conduct negotiations and meetings.	1.97	1.61	37
Use knowledge about educational influences to understand the behavior of an individual from the relevant culture.	1.95	1.43	38
Take advantage of the social hierarchy of the relevant culture.	1.92	1.55	38
Appeal to the emotions of your counterpart (i.e., engage in inspirational influence tactics) to influence him.	1.92	1.65	38

<i>Deputy Team Chief Activities (Frequency)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Display the facial expressions commonly used by individuals from the host nation.	1.89	1.84	38
Use knowledge about demographic influences (e.g., age, sex) to understand the behavior of an individual from the relevant culture.	1.89	1.47	38
Take advantage of the host nation's military culture.	1.87	1.61	38
Take advantage of the role of reconciliation in your counterpart's culture.	1.82	1.67	38
Use knowledge about economic influences to understand the behavior of an individual from the relevant culture.	1.82	1.37	38
Use knowledge about geography to understand the behavior of an individual from the relevant culture.	1.82	1.29	38
Use knowledge about historical influences to understand the behavior of an individual from the relevant culture.	1.79	1.38	38
Use knowledge about criminal influences to understand the behavior of an individual from the relevant culture.	1.71	1.56	38
Instruct a counterpart without the aid of an interpreter.	1.66	1.66	38
Provide symbolic rewards (e.g., certificates, coins) to your counterpart for good performance.	1.63	1.44	38
Deal with foreign coalition partners who do not understand the transition team purpose and mission.	1.58	1.81	38
Assess the impact of information on politics.	1.47	1.52	38
Work with an unfamiliar interpreter.	1.45	1.13	38
Assess the impact of information on local economic factors.	1.45	1.48	38
Use your legitimate authority (i.e., your position, rank, or status) to influence your counterpart.	1.39	1.24	38
Disclose sensitive information to a counterpart.	1.16	1.22	38
Adjust the way you treated individuals from the other culture, depending on his/her tribal affiliation.	1.13	1.36	38
Manage the release of information to local civilians.	1.08	1.30	38
Talk about Family in your counterpart's language.	1.05	1.49	37
Capitalize on the concept of "revenge" in your counterpart's culture.	0.82	1.35	38
Work with an interpreter from the local population who has not been vetted.	0.71	1.23	38
Talk about sports in your counterpart's language.	0.68	1.16	38
Talk about economic issues in your counterpart's language	0.65	1.23	37
Read the host nation's language.	0.58	1.18	38
Talk about tribal issues in your counterpart's language.	0.51	0.99	37
Talk about religion in your counterpart's language.	0.51	1.02	37
Talk about politics in your counterpart's language.	0.47	0.98	38
Write in the host nation's language.	0.34	0.88	38
Note. 5= More than once a day, 4 = Once a day, 3 = Once a week, 2 = Once a month, 1 = A few times, 0 = Did not perform			

Table A-14***Means and Standard Deviations for Importance Ratings of Deputy Team Chief Activities***

<i>Deputy Team Chief Activities (Importance)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Communicate through an interpreter.	4.79	0.47	38
Conduct a meeting through an interpreter.	4.76	0.49	38
Recognize when individuals from the other culture were trying to manipulate you.	4.65	0.89	37
Establish your credibility with your counterpart.	4.61	0.95	38
Evaluate the trustworthiness of your interpreter.	4.51	1.02	37
Understand the capabilities of your interpreter.	4.50	0.98	38
Instruct a counterpart with the aid of an interpreter.	4.47	0.73	38
Build a close relationship with your counterpart.	4.47	0.89	38
Be tactful toward individuals from another culture.	4.42	1.00	38
Follow-up with your counterpart to ensure that work has been accomplished.	4.41	0.96	37
Identify the training needs of your counterpart's unit.	4.32	1.16	37
Praise your counterpart for good performance.	4.32	0.99	38
Behave respectfully within the constraints of the relevant culture.	4.32	1.09	38
Demonstrate to your counterpart that the transition team provides something of value.	4.32	1.02	38
Demonstrate tolerance toward individuals from another culture.	4.32	1.12	38
Recognize differences between U.S. military culture and your counterpart's military culture.	4.32	0.99	38
Identify the training needs of your counterpart.	4.30	1.13	37
Be supportive of a counterpart's decisions and activities.	4.30	0.88	37
Exhibit a strong work ethic.	4.26	1.25	38
Serve as a role model for your counterpart.	4.26	1.20	38
Assess the strengths and weaknesses of your counterpart's unit.	4.24	1.14	37
Understand the background of your counterpart.	4.24	1.14	37
Actively listen to individuals from another culture.	4.24	1.00	38
Communicate to your counterpart that you respect him.	4.24	1.02	38
Recognize differences between Western culture and your counterpart's culture.	4.18	1.09	38
Mentor or provide a counterpart with advice or counsel to assist him in making a decision through a mutually developed bond of trust.	4.16	1.24	38
Become comfortable with eating the food of another culture.	4.16	0.89	38
Exchanging common greetings in your counterpart's language.	4.11	1.49	37
Deal with corruption in your counterpart's organization.	4.08	1.22	38
Demonstrate a positive attitude.	4.08	1.19	38
Stress unity of effort/purpose with one's counterpart.	4.03	1.37	38
Gain commitment from the counterpart and the counterpart's team.	4.00	1.18	37

<i>Deputy Team Chief Activities (Importance)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Limit how your cultural bias affects your perceptions of your counterpart's behavior.	4.00	1.04	38
Understand your interpreter's cultural biases.	4.00	1.19	38
Interpret the gestures of individuals from your counterpart's culture.	3.97	1.17	37
Speak common words in your counterpart's language.	3.97	1.46	37
Teach or instruct a counterpart in acquiring or improving a skill or ability.	3.95	1.18	38
Become comfortable with non-Western cultural norms.	3.95	1.01	38
Assess the readiness of your counterpart's unit to perform missions.	3.95	1.25	37
Stress to coalition forces that the advisor is not in command of the counterpart.	3.94	1.51	36
Adjust the way you treated individuals from the other culture, depending on their age.	3.92	1.38	38
Prevent personal feelings toward your counterpart from interfering with the transition team mission.	3.92	1.42	38
Understand the background of your interpreter.	3.92	1.19	38
Establish short term goals for your counterpart to accomplish.	3.92	1.28	38
Read the facial expressions of individuals from your counterpart's culture.	3.92	1.30	37
Interpret the body language of individuals from your counterpart's culture.	3.92	1.16	37
Predict how your counterpart will behave.	3.89	1.03	38
Give your counterpart feedback for poor performance.	3.89	1.41	38
Influence how your counterpart perceives your transition team.	3.89	1.45	38
Demonstrate support for your counterpart (increase authority and legitimacy by deferring, promoting, remaining in the shadows as much as possible).	3.89	1.45	38
Understand how religion impacts the current operating environment.	3.89	1.39	37
Deal with U.S. coalition partners who do not understand the transition team purpose and mission.	3.87	1.60	38
Interact with U.S. coalition forces (non-transition team members).	3.87	1.49	38
Capitalize on what motivates your counterpart.	3.84	1.10	38
Spend "unstructured time" with your counterpart.	3.84	1.37	38
Recognize how your counterpart's understanding of time impacts his behavior and decisions.	3.84	1.33	38
Ask about your counterpart's Family.	3.82	1.25	38
Determine which information to provide and withhold from a counterpart.	3.82	1.47	38
Judge your counterpart's actions according to his cultural standards.	3.82	1.09	38
Communicate organizational goals and objectives to the counterpart.	3.78	1.32	37
Use rational persuasion (i.e., provide logical arguments and evidence) to influence your counterpart.	3.76	1.13	38
Explain to your counterpart how compliance with your request would benefit him (i.e., apply "appraising" tactics to influence your counterpart).	3.76	1.05	38
Find ways to deal with or work around corruption in the local environment.	3.76	1.63	38
Influence how your counterpart perceives you.	3.76	1.46	38

<i>Deputy Team Chief Activities (Importance)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Communicate the long term goals of the U.S. military to your counterpart.	3.74	1.52	38
Deal with chain of command issues with coalition forces	3.73	1.45	37
Stress sustainability to the counterpart.	3.71	1.49	38
Coach or guide a counterpart to reach the next level of knowledge or skill.	3.71	1.45	38
Capitalize on your counterpart's perspective or point of view.	3.71	0.84	38
Express compassion toward individuals of a different culture.	3.68	1.42	37
Restrict sensitive information provided to a counterpart.	3.66	1.70	38
Apply pressure tactics as a way to influence your counterpart.	3.66	1.48	38
Spend "unstructured time" with your interpreter.	3.66	1.34	38
Adjust the way you treated individuals from the other culture, depending on their rank.	3.63	1.57	38
Prepare an interpreter for a meeting.	3.63	1.44	38
Explain the role of the transition team to coalition forces.	3.63	1.60	38
Identify sources of corruption in the local environment.	3.63	1.63	38
Use gestures commonly found in the host nation's culture.	3.62	1.50	37
Gain the trust of individuals from the relevant culture.	3.61	1.44	38
Capitalize on the similarities between your beliefs, values, and goals and those of your counterpart.	3.61	1.41	38
Use knowledge about social influences to understand the behavior of an individual from the relevant culture.	3.54	1.37	37
Use knowledge about customs and traditions to understand the behavior of an individual from the relevant culture.	3.54	1.32	37
Use knowledge about professional influences to understand the behavior of an individual from the relevant culture.	3.49	1.56	37
Influence your counterpart to adopt a course of action by telling him that you would collaborate (e.g., indicate that you would cooperate or provide resources).	3.47	1.41	38
Manage interpersonal conflict effectively in a cross-cultural setting.	3.46	1.52	37
Demonstrate enthusiasm of the transition team work to your counterpart.	3.39	1.53	38
Employ a Rapport Plan (continuously plan, execute, and refine methods to increase the closeness of the relationship with your counterpart).	3.38	1.52	37
Take advantage of the concept of hospitality in your counterpart's culture.	3.37	1.42	38
Promote your counterpart's authority to coalition forces.	3.36	1.71	36
Provide symbolic rewards (e.g., certificates, coins) to your counterpart for good performance.	3.35	1.53	37
Take advantage of the concept of honor in your counterpart's culture.	3.32	1.53	38
Stress the legitimacy of the transition team work.	3.32	1.68	38
Offer your counterpart a desired item or action in exchange for compliance with a request (i.e., us exchange tactics as a way to influence your counterpart).	3.32	1.28	38
Use knowledge about military influences to understand the behavior of an individual from the relevant culture.	3.30	1.39	37

<i>Deputy Team Chief Activities (Importance)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Apply principles of team building in a cross-cultural setting.	3.30	1.54	37
Share your personal history or information with your counterpart.	3.26	1.31	38
Speak to others in the host nation's language.	3.26	1.64	38
Take advantage of how historical events are relevant to the current operating environment.	3.25	1.52	36
Understand the implications of religion for military operations.	3.24	1.82	37
Take advantage of the role of power and authority in the relevant culture.	3.24	1.50	38
Assess the impact of information on military factors.	3.21	1.71	38
Become comfortable with same-sex activities (e.g., male-male hand holding, kissing during greetings).	3.18	1.52	38
Let your counterpart participate in transition team activities or decisions in order to gain his compliance and commitment (i.e., use participation as an influence tactic).	3.18	1.57	38
Share personal information about yourself with your interpreter.	3.18	1.45	38
Build a consensus with individuals from the relevant culture.	3.14	1.60	37
Use knowledge about educational influences to understand the behavior of an individual from the relevant culture.	3.11	1.72	38
Use personal appeal (i.e., ask an individual to comply out of loyalty or friendship) to influence your counterpart.	3.11	1.56	38
Manage a training program that targets individuals from another culture.	3.08	1.88	37
Understand the history of different religions found in your operating area.	3.08	1.55	37
Use knowledge about religious influences to understand the behavior of an individual from the relevant culture.	3.05	1.61	37
Adjust the way you treated individuals from the other culture, depending on their social status.	3.05	1.86	38
Display the body language and posture commonly found in the host nation's culture.	3.03	1.62	38
Capitalize on your counterpart's belief system.	3.00	1.58	38
Use knowledge about demographic influences (e.g., age, sex) to understand the behavior of an individual from the relevant culture.	2.92	1.71	38
Use knowledge about tribal influences to understand the behavior of an individual from the relevant culture.	2.92	1.85	37
Prepare one's transition team for a meeting in which an interpreter would be used.	2.89	1.72	38
Adjust the way you treated individuals from the other culture, depending on their gender.	2.89	2.01	38
Use knowledge about geography to understand the behavior of an individual from the relevant culture.	2.89	1.61	38
Use knowledge about economic influences to understand the behavior of an individual from the relevant culture.	2.87	1.73	38
Use knowledge about criminal influences to understand the behavior of an individual from the relevant culture.	2.87	1.80	38
Understand the general theology of different religions found in your operating area.	2.86	1.86	37
Disclose sensitive information to a counterpart.	2.84	2.03	38

<i>Deputy Team Chief Activities (Importance)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Work with an unfamiliar interpreter.	2.84	1.55	38
Prepare coalition partners to conduct cross-cultural negotiations and meetings.	2.84	2.01	37
Interact with foreign coalition forces.	2.84	2.01	37
Identify and manage potential divisions among religious groups.	2.78	1.87	36
Use knowledge about historical influences to understand the behavior of an individual from the relevant culture.	2.74	1.73	38
Preparing your counterpart to conduct negotiations and meetings.	2.71	1.75	38
Assess the impact of information on social factors.	2.66	1.74	38
Take advantage of the social hierarchy of the relevant culture.	2.63	1.79	38
Instruct a counterpart without the aid of an interpreter.	2.58	1.88	38
Take advantage of the host nation's military culture.	2.50	1.62	38
Deal with foreign coalition partners who do not understand the transition team purpose and mission.	2.45	2.01	38
Take advantage of the role of reconciliation in your counterpart's culture.	2.45	1.67	38
Appeal to the emotions of your counterpart (i.e., engage in inspirational influence tactics) to influence him.	2.42	1.72	38
Assess the impact of information on politics.	2.37	1.87	38
Display the facial expressions commonly used by individuals from the host nation.	2.26	1.73	38
Talk about Family in your counterpart's language.	2.17	1.99	36
Assess the impact of information on local economic factors.	2.16	1.73	38
Manage the release of information to local civilians.	2.16	1.72	38
Use your legitimate authority (i.e., your position, rank, or status) to influence your counterpart.	2.05	1.78	37
Adjust the way you treated individuals from the other culture, depending on his/her tribal affiliation.	1.68	1.61	38
Work with an interpreter from the local population who has not been vetted.	1.65	1.75	37
Talk about tribal issues in your counterpart's language.	1.44	1.73	34
Read the host nation's language.	1.41	1.67	37
Capitalize on the concept of "revenge" in your counterpart's culture.	1.39	1.78	38
Talk about economic issues in your counterpart's language	1.38	1.78	34
Talk about sports in your counterpart's language.	1.26	1.59	38
Write in the host nation's language.	1.22	1.73	37
Talk about religion in your counterpart's language.	1.05	1.33	37
Talk about politics in your counterpart's language.	1.03	1.48	38

Note. 5= Extremely important, 4 = Very important, 3 = Moderately important, 2 = Some importance, 1 = Little importance, 0 = None

Table A-15***Means and Standard Deviations for F-I Ratings of Deputy Team Chief Activities***

<i>Deputy Team Chief Activities (F-I Composite)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Communicate through an interpreter.	21.95	4.59	38
Conduct a meeting through an interpreter.	19.29	5.47	38
Demonstrate tolerance toward individuals from another culture.	19.00	6.38	38
Be tactful toward individuals from another culture.	19.00	6.71	38
Establish your credibility with your counterpart.	18.84	6.42	38
Exhibit a strong work ethic.	18.13	6.92	38
Recognize when individuals from the other culture were trying to manipulate you.	17.81	7.31	37
Build a close relationship with your counterpart.	17.68	6.32	38
Actively listen to individuals from another culture.	17.61	6.66	38
Instruct a counterpart with the aid of an interpreter.	17.58	6.40	38
Recognize differences between U.S. military culture and your counterpart's military culture.	17.50	6.75	38
Exchange common greetings in your counterpart's language.	17.46	9.37	37
Serve as a role model for your counterpart.	17.45	7.67	38
Recognize differences between Western culture and your counterpart's culture.	17.26	7.21	38
Demonstrate to your counterpart that the transition team provides something of value.	16.87	6.13	38
Behave respectfully within the constraints of the relevant culture.	16.87	6.58	38
Understand the capabilities of your interpreter.	16.69	7.93	36
Speak common words in your counterpart's language.	16.59	9.30	37
Read the facial expressions of individuals from your counterpart's culture.	16.51	9.13	37
Demonstrate a positive attitude.	16.32	7.40	38
Evaluate the trustworthiness of your interpreter.	16.29	8.04	35
Follow-up with your counterpart to ensure that work has been accomplished.	16.03	7.81	37
Communicate to your counterpart that you respect him.	15.82	6.76	38
Interpret the body language of individuals from your counterpart's culture.	15.70	8.67	37
Become comfortable with non-Western cultural norms.	15.66	7.31	38
Understand the background of your counterpart.	15.49	6.71	37
Interpret the gestures of individuals from your counterpart's culture.	15.41	8.21	37
Interact with U.S. coalition forces (non-transition team members).	15.37	7.54	38
Be supportive of a counterpart's decisions and activities.	15.16	6.57	37
Mentor or provide a counterpart with advice or counsel to assist him in making a decision through a mutually developed bond of trust.	15.08	8.19	38
Become comfortable with eating the food of another culture.	15.03	7.36	38
Identify the training needs of your counterpart's unit.	14.76	7.43	37

<i>Deputy Team Chief Activities (F-I Composite)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Identify the training needs of your counterpart.	14.68	7.38	37
Understand your interpreter's cultural biases.	14.58	7.73	36
Recognize how your counterpart's understanding of time impacts his behavior and decisions.	14.45	7.59	38
Influence how your counterpart perceives your transition team.	14.32	7.80	38
Spend "unstructured time" with your interpreter.	14.32	7.96	38
Adjust the way you treated individuals from the other culture, depending on their age.	14.18	8.45	38
Praise your counterpart for good performance.	14.18	7.72	38
Assess the strengths and weaknesses of your counterpart's unit.	14.11	7.18	37
Stress unity of effort/purpose with one's counterpart.	14.08	7.29	38
Predict how your counterpart will behave.	14.00	7.67	38
Understand the background of your interpreter.	13.97	8.05	36
Use gestures commonly found in the host nation's culture.	13.81	9.20	37
Ask about your counterpart's Family.	13.81	8.07	37
Demonstrate support for your counterpart (increase authority and legitimacy by deferring, promoting, remaining in the shadows as much as possible).	13.58	7.99	38
Judge your counterpart's actions according to his cultural standards.	13.45	7.09	38
Deal with corruption in your counterpart's organization.	13.32	8.75	38
Spend "unstructured time" with your counterpart.	13.24	7.43	38
Adjust the way you treated individuals from the other culture, depending on their rank.	13.13	7.77	38
Gain commitment from the counterpart and the counterpart's team.	13.05	7.07	37
Influence how your counterpart perceives you.	13.00	8.15	38
Find ways to deal with or work around corruption in the local environment.	12.84	9.00	38
Capitalize on what motivates your counterpart.	12.79	6.81	38
Express compassion toward individuals of a different culture.	12.78	7.94	37
Teach or instruct a counterpart in acquiring or improving a skill or ability.	12.71	6.88	38
Coach or guide a counterpart to reach the next level of knowledge or skill.	12.61	8.04	38
Prepare an interpreter for a meeting.	12.61	7.27	38
Understand how religion impacts the current operating environment.	12.46	7.56	37
Deal with U.S. coalition partners who do not understand the transition team purpose and mission.	12.45	9.37	38
Gain the trust of individuals from the relevant culture.	12.37	7.82	38
Demonstrate enthusiasm of the transition team work to your counterpart.	12.34	8.33	38
Use rational persuasion (i.e., provide logical arguments and evidence) to influence your counterpart.	12.24	7.40	38
Prevent personal feelings toward your counterpart from interfering with the transition team mission.	12.14	8.80	37

<i>Deputy Team Chief Activities (F-I Composite)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Assess the readiness of your counterpart's unit to perform missions.	12.03	6.92	37
Limit how your cultural bias affects your perceptions of your counterpart's behavior.	12.03	7.47	38
Identify sources of corruption in the local environment.	11.97	8.72	38
Stress to coalition forces that the advisor is not in command of the counterpart.	11.89	8.24	36
Deal with chain of command issues with coalition forces.	11.86	8.15	37
Determine which information to provide and withhold from a counterpart.	11.82	9.09	38
Stress sustainability to the counterpart.	11.76	7.62	38
Capitalize on the similarities between your beliefs, values, and goals and those of your counterpart.	11.68	7.86	38
Communicate organizational goals and objectives to the counterpart.	11.54	7.22	37
Establish short term goals for your counterpart to accomplish.	11.53	6.92	38
Give your counterpart feedback for poor performance.	11.39	7.21	38
Become comfortable with same-sex activities (e.g., male-male hand holding, kissing during greetings).	11.34	8.92	38
Explain to your counterpart how compliance with your request would benefit him (i.e., apply "appraising" tactics to influence your counterpart).	11.32	7.16	38
Employ a Rapport Plan (continuously plan, execute, and refine methods to increase the closeness of the relationship with your counterpart).	11.08	7.36	37
Stress the legitimacy of the transition team work.	11.08	8.57	38
Share personal information about yourself with your interpreter.	11.08	8.19	38
Explain the role of the transition team to coalition forces.	11.03	9.11	38
Use knowledge about customs and traditions to understand the behavior of an individual from the relevant culture.	10.70	6.50	37
Use knowledge about social influences to understand the behavior of an individual from the relevant culture.	10.70	6.91	37
Influence your counterpart to adopt a course of action by telling him that you would collaborate (e.g., indicate that you would cooperate or provide resources).	10.68	8.14	38
Communicate the long term goals of the U.S. military to your counterpart.	10.68	7.83	38
Take advantage of the role of power and authority in the relevant culture.	10.63	7.90	38
Capitalize on your counterpart's perspective or point of view.	10.61	6.39	38
Use knowledge about professional influences to understand the behavior of an individual from the relevant culture.	10.57	7.22	37
Take advantage of the concept of honor in your counterpart's culture.	10.50	7.92	38
Take advantage of the concept of hospitality in your counterpart's culture.	10.39	7.98	38
Display the body language and posture commonly found in the host nation's culture.	10.39	9.54	38
Let your counterpart participate in transition team activities and decisions in order to gain his compliance and commitment (i.e., use participation as an influence tactic).	10.21	8.37	38
Promote your counterpart's authority to coalition forces.	10.08	8.30	36
Speak to others in the host nation's language.	9.92	8.76	38

<i>Deputy Team Chief Activities (F-I Composite)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Adjust the way you treated individuals from the other culture, depending on their social status.	9.76	8.69	38
Apply principles of team building in a cross-cultural setting.	9.68	7.95	37
Apply pressure tactics as a way to influence your counterpart.	9.66	7.51	38
Use knowledge about military influences to understand the behavior of an individual from the relevant culture.	9.46	6.76	37
Manage interpersonal conflict effectively in a cross-cultural setting.	9.46	7.16	37
Manage a training program that targets individuals from another culture.	9.39	8.13	38
Share your personal history or information with your counterpart.	9.37	7.36	38
Assess the impact of information on military factors.	9.37	8.25	38
Adjust the way you treated individuals from the other culture, depending on their gender.	9.29	9.59	38
Use personal appeal (i.e., ask an individual to comply out of loyalty or friendship) to influence your counterpart.	9.16	7.94	38
Restrict sensitive information provided to a counterpart.	9.13	8.26	38
Understand the general theology of different religions found in your operating area.	9.00	8.69	37
Capitalize on your counterpart's belief system.	8.97	6.90	38
Understand the implications of religion for military operations.	8.97	8.26	37
Interact with foreign coalition forces.	8.95	9.32	37
Build a consensus with individuals from the relevant culture.	8.92	7.65	37
Use knowledge about religious influences to understand the behavior of an individual from the relevant culture.	8.73	6.91	37
Understand the history of different religions found in your operating area.	8.59	7.43	37
Take advantage of how historical events relate to the current operating environment.	8.58	6.81	36
Offer your counterpart something that he wants in exchange for compliance with a request (i.e., use exchange tactics as a way to influence your counterpart).	8.53	6.57	38
Prepare one's transition team for a meeting in which an interpreter would be used.	8.29	7.38	38
Use knowledge about tribal influences to understand the behavior of an individual from the relevant culture.	8.27	7.49	37
Prepare coalition partners to conduct cross-cultural negotiations and meetings.	8.19	8.47	37
Identify and manage potential divisions among religious groups.	8.11	8.54	36
Prepare your counterpart to conduct negotiations and meetings.	7.54	7.42	37
Use knowledge about educational influences to understand the behavior of an individual from the relevant culture.	7.53	7.09	38
Take advantage of the social hierarchy of the relevant culture.	7.39	7.31	38
Assess the impact of information on social factors.	7.34	7.90	38
Use knowledge about demographic influences (e.g., age, sex) to understand the behavior of an individual from the relevant culture.	7.00	7.24	38
Instruct a counterpart without the aid of an interpreter.	6.76	8.23	38

<i>Deputy Team Chief Activities (F-I Composite)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Use knowledge about economic influences to understand the behavior of an individual from the relevant culture.	6.74	6.46	38
Provide symbolic rewards (e.g., certificates, coins) to your counterpart for good performance.	6.68	7.17	38
Use knowledge about criminal influences to understand the behavior of an individual from the relevant culture.	6.68	7.49	38
Deal with foreign coalition partners who do not understand the transition team purpose and mission.	6.63	8.32	38
Take advantage of the host nation's military culture.	6.55	6.91	38
Appeal to the emotions of your counterpart (i.e., engage in inspirational influence tactics) to influence him.	6.50	7.51	38
Use knowledge about geography to understand the behavior of an individual from the relevant culture.	6.45	5.65	38
Display the facial expressions commonly used by individuals from the host nation.	6.32	7.86	38
Use knowledge about historical influences to understand the behavior of an individual from the relevant culture.	6.16	6.03	38
Take advantage of the role of reconciliation in your counterpart's culture.	6.16	6.84	38
Assess the impact of information on politics.	5.03	6.34	38
Work with an unfamiliar interpreter.	4.74	5.09	38
Disclose sensitive information to a counterpart.	4.74	5.41	38
Assess the impact of information on local economic factors.	4.66	5.99	38
Use your legitimate authority (i.e., your position, rank, or status) to influence your counterpart.	4.54	5.73	37
Talk about Family in your counterpart's language.	4.14	6.75	37
Manage the release of information to local civilians.	3.71	5.91	38
Adjust how you treat an individual from the other culture, depending on his/her tribal affiliation.	3.58	5.47	38
Capitalize on the concept of "revenge" in your counterpart's culture.	2.55	4.96	38
Work with an interpreter from the local population who has not been vetted.	2.37	4.77	38
Talk about economic issues in your counterpart's language.	2.19	4.92	37
Talk about sports in your counterpart's language.	1.89	3.78	38
Talk about tribal issues in your counterpart's language.	1.57	3.58	37
Read the host nation's language.	1.47	3.41	38
Talk about politics in your counterpart's language.	1.32	3.55	38
Talk about religion in your counterpart's language.	1.27	4.20	37
Write in the host nation's language.	0.92	2.85	38

Table A-16*Means and Standard Deviations for F-I, Frequency, and Importance Ratings of Deputy Team Chief KSAs*

<i>Deputy Team Chief KSAs</i>	<u>F-I</u>			<u>Frequency</u>			<u>Importance</u>		
	<i>M</i>	<i>SD</i>	<i>N</i>	<i>M</i>	<i>SD</i>	<i>N</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Establishing Credibility	17.86	5.85	38	3.96	0.86	38	4.46	0.93	38
Sensing Manipulation	17.81	7.31	37	3.70	1.43	37	4.65	0.89	37
Instructing CP through Interpreter	17.58	6.40	38	3.82	1.09	38	4.47	0.73	38
Speaking Common Words in CP Language	17.03	9.08	37	3.81	1.73	37	4.04	1.40	37
Consideration and Respect	16.87	5.11	38	3.87	0.71	38	4.20	0.84	38
Role Modeling	16.06	6.13	38	3.77	0.92	38	4.00	1.04	38
Interpreting Nonverbal Behavior	15.87	8.33	37	3.75	1.57	37	3.94	1.16	37
Comparing One's Culture with CP Culture	15.48	6.27	38	3.62	1.08	38	4.04	0.92	38
Using an Interpreter	14.88	5.23	36	3.43	0.95	36	3.98	0.81	38
Identifying Training Needs	14.72	7.37	37	3.22	1.31	37	4.31	1.13	37
Interacting with US Coalition Forces	13.91	7.12	38	3.28	1.39	38	3.87	1.33	38
Managing Perceptions About the Advisor Team	13.66	7.56	38	3.12	1.39	38	3.83	1.36	38
Building Rapport	13.61	5.54	38	3.23	0.97	38	3.88	0.84	38
Mentoring and Coaching	13.46	6.89	38	3.11	1.29	38	3.94	1.08	38
Judging by CP's Standards	13.45	7.09	38	3.29	1.27	38	3.82	1.09	38
Suppressing Cultural Bias	13.24	5.89	38	3.16	1.06	38	3.84	0.78	38
Assessing CP Unit Performance	13.07	6.61	37	3.01	1.23	37	4.09	1.14	37
Dealing with Corruption	12.71	8.10	38	2.91	1.56	38	3.82	1.38	38
Understanding CP	12.66	4.97	38	3.09	0.99	38	3.75	0.78	38
Managing CP Performance	12.13	6.36	37	2.73	1.18	37	3.99	1.01	36
Establishing Goals	11.95	5.83	38	2.82	1.08	38	3.84	1.13	38
Communicating Legitimacy of Advisor Team Work	11.08	8.57	38	2.68	1.60	38	3.32	1.68	38
Employing a Rapport Plan	11.08	7.36	37	2.86	1.53	37	3.38	1.52	37
Informing and Engaging Coalition Forces	10.65	7.00	37	2.48	1.29	37	3.51	1.30	37
Using Nonverbal Behavior	10.11	7.49	37	2.66	1.49	37	2.95	1.38	37
Tailoring Interactions to Cultural Demographics	9.99	5.99	38	2.43	1.18	38	3.04	1.27	38

<i>Deputy Team Chief KSAs</i>	<u>F-I</u>			<u>Frequency</u>			<u>Importance</u>		
	<i>M</i>	<i>SD</i>	<i>N</i>	<i>M</i>	<i>SD</i>	<i>N</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Using Proactive Influence Tactics	9.96	4.96	38	2.49	1.02	38	3.33	0.80	38
Cross-Cultural Team Building	9.68	7.95	37	2.51	1.54	37	3.30	1.54	37
Managing Interpersonal Conflict	9.46	7.16	37	2.32	1.45	37	3.46	1.52	37
Knowledge of Religious Influences	9.44	6.91	37	2.43	1.34	37	3.18	1.36	37
Managing a Training Program	9.39	8.13	38	2.29	1.64	38	3.08	1.88	37
Building Consensus	8.92	7.65	37	2.35	1.55	37	3.14	1.60	37
Understanding the Operating Environment	8.27	5.46	37	2.15	1.12	38	3.07	1.17	37
Leveraging Cultural Knowledge	7.82	5.22	38	2.09	1.18	38	2.76	1.12	38
Interacting with Foreign Coalition Forces	7.66	8.17	37	1.89	1.71	38	2.62	1.95	37
Preparing CP for Negotiations/Meetings	7.54	7.42	37	1.97	1.61	37	2.71	1.75	38
Managing Information	6.97	5.10	38	1.78	1.11	38	2.86	1.21	38
Instructing CP without Interpreter	6.76	8.23	38	1.66	1.66	38	2.58	1.88	38
Working with Unfamiliar Interpreter	4.74	5.09	38	1.45	1.13	38	2.84	1.55	38
Working with an Unvetted Interpreter	2.37	4.77	38	0.71	1.23	38	1.65	1.75	37
Maintaining a Conversation in CP Language	1.97	3.18	37	0.63	0.91	37	1.35	1.35	35
Reading and Writing in CP Language	1.20	2.97	38	0.46	0.97	38	1.31	1.67	37

Note. Frequency Ratings: 5= More than once a day, 4 = Once a day, 3 = Once a week, 2 = Once a month, 1 = A few times, 0 = Did not perform. Importance Ratings: 5= Extremely important, 4 = Very important, 3 = Moderately important, 2 = Some importance, 1 = Little importance, 0 = None

Table A-17***Means and Standard Deviations for Frequency Ratings of Fires and Effects Advisor Activities***

<i>Fires and Effects Advisor Activities (Frequency)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Communicate through an interpreter.	3.92	0.86	25
Interact with U.S. coalition forces (non-transition team members).	3.84	1.25	25
Demonstrate tolerance toward individuals from another culture.	3.65	1.26	26
Exhibit a strong work ethic.	3.65	1.06	26
Actively listen to individuals from another culture.	3.54	1.21	26
Instruct a counterpart with the aid of an interpreter.	3.54	1.10	26
Demonstrate a positive attitude.	3.54	1.14	26
Serve as a role model for your counterpart.	3.42	1.24	26
Exchanging common greetings in your counterpart's language.	3.42	1.79	26
Be tactful toward individuals from another culture.	3.42	1.10	26
Read the facial expressions of individuals from your counterpart's culture.	3.42	1.45	26
Behave respectfully within the constraints of the relevant culture.	3.36	1.15	25
Conduct a meeting through an interpreter.	3.36	1.08	25
Interpret the body language of individuals from your counterpart's culture.	3.35	1.44	26
Establish your credibility with your counterpart.	3.27	1.15	26
Recognize differences between Western culture and your counterpart's culture.	3.27	1.31	26
Demonstrate to your counterpart that the transition team provides something of value.	3.19	1.13	26
Speak common words in your counterpart's language.	3.12	1.95	26
Understand the capabilities of your interpreter.	3.08	1.50	25
Communicate to your counterpart that you respect him.	3.08	1.09	26
Recognize differences between U.S. military culture and your counterpart's military culture.	3.08	1.55	26
Follow-up with your counterpart to ensure that work has been accomplished.	3.08	0.93	26
Recognize when individuals from the other culture were trying to manipulate you.	3.00	1.60	26
Interpret the gestures of individuals from your counterpart's culture.	3.00	1.62	26
Ask about your counterpart's Family.	3.00	1.30	26
Use gestures commonly found in the host nation's culture.	2.96	1.64	26
Build a close relationship with your counterpart.	2.96	1.34	25
Become comfortable with non-Western cultural norms.	2.92	1.26	26
Evaluate the trustworthiness of your interpreter.	2.92	1.32	25
Spend "unstructured time" with your interpreter.	2.92	1.47	25
Predict how your counterpart will behave.	2.85	1.57	26
Identify the training needs of your counterpart.	2.81	1.44	26
Be supportive of a counterpart's decisions and activities.	2.80	1.41	25

<i>Fires and Effects Advisor Activities (Frequency)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Adjust the way you treated individuals from the other culture, depending on their rank.	2.80	1.50	25
Stress unity of effort/purpose with one's counterpart.	2.77	1.39	26
Deal with U.S. coalition partners who do not understand the transition team purpose and mission.	2.68	2.01	25
Understand the background of your interpreter.	2.68	1.49	25
Recognize how your counterpart's understanding of time impacts his behavior and decisions.	2.68	1.55	25
Use rational persuasion (i.e., provide logical arguments and evidence) to influence your counterpart.	2.64	1.11	25
Understand your interpreter's cultural biases.	2.64	1.55	25
Identify the training needs of your counterpart's unit.	2.62	1.44	26
Assess the readiness of your counterpart's unit to perform missions.	2.62	1.53	26
Judge your counterpart's actions according to his cultural standards.	2.62	1.55	26
Coach or guide a counterpart to reach the next level of knowledge or skill.	2.60	1.35	25
Mentor or provide a counterpart with advice or counsel to assist him in making a decision through a mutually developed bond of trust.	2.58	1.42	26
Teach or instruct a counterpart in acquiring or improving a skill or ability.	2.56	1.29	25
Limit how your cultural bias affects your perceptions of your counterpart's behavior.	2.56	1.39	25
Become comfortable with eating the food of another culture.	2.54	1.35	24
Assess the strengths and weaknesses of your counterpart's unit.	2.54	1.53	26
Stress sustainability to the counterpart.	2.54	1.48	26
Influence how your counterpart perceives your transition team.	2.54	1.50	26
Adjust the way you treated individuals from the other culture, depending on their age.	2.54	1.48	26
Capitalize on what motivates your counterpart.	2.52	1.42	25
Understand the background of your counterpart.	2.50	1.36	26
Influence how your counterpart perceives you.	2.50	1.53	26
Prevent personal feelings toward your counterpart from interfering with the transition team mission.	2.50	1.61	26
Understand how religion impacts the current operating environment.	2.50	1.33	26
Demonstrate support for your counterpart (increase authority and legitimacy by deferring, promoting, remaining in the shadows as much as possible).	2.48	1.33	25
Praise your counterpart for good performance.	2.46	1.10	26
Use knowledge about customs and traditions to understand the behavior of an individual from the relevant culture.	2.46	1.33	26
Prepare an interpreter for a meeting.	2.46	1.27	26
Gain commitment from the counterpart and the counterpart's team.	2.38	1.36	26
Explain to your counterpart how compliance with your request would benefit him (i.e., apply "appraising" tactics to influence your counterpart).	2.35	1.23	26

<i>Fires and Effects Advisor Activities (Frequency)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Give your counterpart feedback for poor performance.	2.35	1.35	26
Use knowledge about military influences to understand the behavior of an individual from the relevant culture.	2.35	1.38	26
Demonstrate enthusiasm of the transition team work to your counterpart.	2.35	1.41	26
Spend "unstructured time" with your counterpart.	2.32	1.44	25
Deal with corruption in your counterpart's organization.	2.31	1.62	26
Take advantage of the concept of honor in your counterpart's culture.	2.28	1.59	25
Identify sources of corruption in the local environment.	2.28	1.37	25
Determine which information to provide and withhold from a counterpart.	2.28	1.40	25
Stress to coalition forces that the advisor is not in command of the counterpart.	2.27	1.61	26
Explain the role of the transition team to coalition forces.	2.27	1.54	26
Employ a Rapport Plan (continuously plan, execute, and refine methods to increase the closeness of the relationship with your counterpart).	2.27	1.59	26
Capitalize on the similarities between your beliefs, values, and goals and those of your counterpart.	2.27	1.43	26
Gain the trust of individuals from the relevant culture.	2.24	1.64	25
Find ways to deal with or work around corruption in the local environment.	2.23	1.45	26
Use knowledge about religious influences to understand the behavior of an individual from the relevant culture.	2.23	1.53	26
Deal with chain of command issues with coalition forces	2.23	1.86	26
Establish short term goals for your counterpart to accomplish.	2.16	1.18	25
Speak to others in the host nation's language.	2.15	1.67	26
Use knowledge about social influences to understand the behavior of an individual from the relevant culture.	2.15	1.62	26
Stress the legitimacy of the transition team work.	2.15	1.43	26
Communicate organizational goals and objectives to the counterpart.	2.15	1.49	26
Express compassion toward individuals of a different culture.	2.12	1.40	26
Understand the general theology of different religions found in your operating area.	2.08	1.47	25
Take advantage of how historical events are relevant to the current operating environment.	2.08	1.38	26
Interact with foreign coalition forces.	2.04	1.93	25
Communicate the long term goals of the U.S. military to your counterpart.	2.04	1.15	26
Capitalize on your counterpart's perspective or point of view.	2.04	1.31	26
Influence your counterpart to adopt a course of action by telling him that you would collaborate (e.g., indicate that you would cooperate or provide resources).	2.04	1.25	26
Assess the impact of information on military factors.	2.00	1.60	26
Take advantage of the role of power and authority in the relevant culture.	2.00	1.52	26
Apply pressure tactics as a way to influence your counterpart.	1.96	1.43	26
Share personal information about yourself with your interpreter.	1.96	1.46	26

<i>Fires and Effects Advisor Activities (Frequency)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Capitalize on your counterpart's belief system.	1.96	1.57	25
Use knowledge about professional influences to understand the behavior of an individual from the relevant culture.	1.92	1.49	26
Understand the history of different religions found in your operating area.	1.92	1.38	26
Manage interpersonal conflict effectively in a cross-cultural setting.	1.88	1.48	26
Use knowledge about demographic influences (e.g., age, sex) to understand the behavior of an individual from the relevant culture.	1.85	1.43	26
Understand the implications of religion for military operations.	1.84	1.49	25
Use knowledge about educational influences to understand the behavior of an individual from the relevant culture.	1.81	1.39	26
Promote your counterpart's authority to coalition forces.	1.81	1.79	26
Take advantage of the concept of hospitality in your counterpart's culture.	1.81	1.52	26
Use knowledge about economic influences to understand the behavior of an individual from the relevant culture.	1.77	1.37	26
Use knowledge about historical influences to understand the behavior of an individual from the relevant culture.	1.77	1.31	26
Use knowledge about criminal influences to understand the behavior of an individual from the relevant culture.	1.77	1.34	26
Apply principles of team building in a cross-cultural setting.	1.77	1.53	26
Adjust the way you treated individuals from the other culture, depending on their social status.	1.77	1.66	26
Use knowledge about geography to understand the behavior of an individual from the relevant culture.	1.73	1.51	26
Share your personal history or information with your counterpart.	1.73	1.46	26
Display the body language and posture commonly found in the host nation's culture.	1.73	1.85	26
Use knowledge about tribal influences to understand the behavior of an individual from the relevant culture.	1.69	1.26	26
Build a consensus with individuals from the relevant culture.	1.65	1.55	26
Restrict sensitive information provided to a counterpart.	1.65	1.67	26
Appeal to the emotions of your counterpart (i.e., engage in inspirational influence tactics) to influence him.	1.62	1.20	26
Display the facial expressions commonly used by individuals from the host nation.	1.58	1.84	26
Use your legitimate authority (i.e., your position, rank, or status) to influence your counterpart.	1.56	1.50	25
Use personal appeal (i.e., ask an individual to comply out of loyalty or friendship) to influence your counterpart.	1.54	1.30	26
Work with an unfamiliar interpreter.	1.50	0.76	26
Take advantage of the host nation's military culture.	1.50	1.50	26
Offer your counterpart a desired item or action in exchange for compliance with a request (i.e., us exchange tactics as a way to influence your counterpart).	1.50	1.24	26

<i>Fires and Effects Advisor Activities (Frequency)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Take advantage of the role of reconciliation in your counterpart's culture.	1.50	1.50	26
Assess the impact of information on social factors.	1.42	1.45	26
Become comfortable with same-sex activities (e.g., male-male hand holding, kissing during greetings).	1.38	1.55	26
Adjust the way you treated individuals from the other culture, depending on their gender.	1.38	1.50	26
Prepare one's transition team for a meeting in which an interpreter would be used.	1.36	1.50	25
Identify and manage potential divisions among religious groups.	1.35	1.41	26
Take advantage of the social hierarchy of the relevant culture.	1.35	1.47	26
Instruct a counterpart without the aid of an interpreter.	1.35	1.35	26
Manage a training program that targets individuals from another culture.	1.31	1.52	26
Preparing your counterpart to conduct negotiations and meetings.	1.31	1.38	26
Deal with foreign coalition partners who do not understand the transition team purpose and mission.	1.20	1.78	25
Provide symbolic rewards (e.g., certificates, coins) to your counterpart for good performance.	1.19	1.13	26
Manage the release of information to local civilians.	1.19	1.33	26
Assess the impact of information on local economic factors.	1.15	1.54	26
Let your counterpart participate in transition team activities or decisions in order to gain his compliance and commitment (i.e., use participation as an influence tactic).	1.00	1.22	25
Assess the impact of information on politics.	1.00	1.44	26
Prepare coalition partners to conduct cross-cultural negotiations and meetings.	0.92	1.55	26
Adjust the way you treated individuals from the other culture, depending on his/her tribal affiliation.	0.88	1.34	26
Disclose sensitive information to a counterpart.	0.85	1.08	26
Talk about tribal issues in your counterpart's language.	0.58	1.10	26
Talk about Family in your counterpart's language.	0.58	0.95	26
Talk about economic issues in your counterpart's language	0.50	0.99	26
Capitalize on the concept of "revenge" in your counterpart's culture.	0.42	1.10	26
Talk about politics in your counterpart's language.	0.31	0.88	26
Talk about religion in your counterpart's language.	0.27	0.53	26
Work with an interpreter from the local population who has not been vetted.	0.27	0.67	26
Read the host nation's language.	0.23	0.51	26
Write in the host nation's language.	0.15	0.37	26
Talk about sports in your counterpart's language.	0.12	0.43	26
<i>Note.</i> 5= More than once a day, 4 = Once a day, 3 = Once a week, 2 = Once a month, 1 = A few times, 0 = Did not perform			

Table A-18***Means and Standard Deviations for Importance Ratings of Fires and Effects Advisor Activities***

<i>Fires and Effects Advisor Activities (Importance)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Communicate through an interpreter.	4.65	0.80	26
Conduct a meeting through an interpreter.	4.50	0.95	26
Establish your credibility with your counterpart.	4.38	0.75	26
Instruct a counterpart with the aid of an interpreter.	4.35	1.02	26
Understand the capabilities of your interpreter.	4.35	1.62	26
Interact with U.S. coalition forces (non-transition team members).	4.19	0.80	26
Demonstrate a positive attitude.	4.19	0.80	26
Evaluate the trustworthiness of your interpreter.	4.19	1.39	26
Demonstrate to your counterpart that the transition team provides something of value.	4.12	0.86	26
Build a close relationship with your counterpart.	4.12	1.18	26
Follow-up with your counterpart to ensure that work has been accomplished.	4.12	0.77	26
Praise your counterpart for good performance.	4.08	0.93	26
Behave respectfully within the constraints of the relevant culture.	4.08	1.29	26
Assess the strengths and weaknesses of your counterpart's unit.	4.04	1.31	26
Identify the training needs of your counterpart.	4.00	1.06	26
Determine which information to provide and withhold from a counterpart.	3.96	1.04	26
Be tactful toward individuals from another culture.	3.96	0.87	26
Recognize when individuals from the other culture were trying to manipulate you.	3.96	1.31	26
Exhibit a strong work ethic.	3.92	1.29	26
Identify the training needs of your counterpart's unit.	3.88	1.24	26
Identify sources of corruption in the local environment.	3.88	1.31	26
Mentor or provide a counterpart with advice or counsel to assist him in making a decision through a mutually developed bond of trust.	3.88	1.14	26
Demonstrate tolerance toward individuals from another culture.	3.88	1.07	26
Read the facial expressions of individuals from your counterpart's culture.	3.85	1.19	26
Communicate to your counterpart that you respect him.	3.85	1.12	26
Actively listen to individuals from another culture.	3.85	1.26	26
Coach or guide a counterpart to reach the next level of knowledge or skill.	3.85	1.22	26
Exchanging common greetings in your counterpart's language.	3.81	1.70	26
Establish short term goals for your counterpart to accomplish.	3.81	1.20	26
Serve as a role model for your counterpart.	3.81	1.41	26
Teach or instruct a counterpart in acquiring or improving a skill or ability.	3.77	1.18	26
Recognize differences between Western culture and your counterpart's culture.	3.77	1.27	26
Interpret the body language of individuals from your counterpart's culture.	3.77	1.21	26

<i>Fires and Effects Advisor Activities (Importance)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Stress to coalition forces that the advisor is not in command of the counterpart.	3.77	1.42	26
Be supportive of a counterpart's decisions and activities.	3.77	1.27	26
Capitalize on what motivates your counterpart.	3.77	1.45	26
Understand your interpreter's cultural biases.	3.77	1.70	26
Demonstrate support for your counterpart (increase authority and legitimacy by deferring, promoting, remaining in the shadows as much as possible).	3.77	1.42	26
Assess the readiness of your counterpart's unit to perform missions.	3.73	1.71	26
Gain commitment from the counterpart and the counterpart's team.	3.73	1.22	26
Give your counterpart feedback for poor performance.	3.73	1.25	26
Spend "unstructured time" with your counterpart.	3.69	1.12	26
Understand the background of your counterpart.	3.65	1.55	26
Adjust the way you treated individuals from the other culture, depending on their rank.	3.65	1.60	26
Stress unity of effort/purpose with one's counterpart.	3.65	1.38	26
Ask about your counterpart's Family.	3.65	1.41	26
Understand how religion impacts the current operating environment.	3.62	1.55	26
Recognize differences between U.S. military culture and your counterpart's military culture.	3.62	1.50	26
Understand the background of your interpreter.	3.62	1.63	26
Use knowledge about customs and traditions to understand the behavior of an individual from the relevant culture.	3.62	1.39	26
Deal with corruption in your counterpart's organization.	3.58	1.55	26
Explain the role of the transition team to coalition forces.	3.58	1.55	26
Limit how your cultural bias affects your perceptions of your counterpart's behavior.	3.54	1.48	26
Speak common words in your counterpart's language.	3.54	1.70	26
Stress sustainability to the counterpart.	3.54	1.61	26
Interpret the gestures of individuals from your counterpart's culture.	3.54	1.53	26
Use gestures commonly found in the host nation's culture.	3.54	1.33	26
Use knowledge about military influences to understand the behavior of an individual from the relevant culture.	3.50	1.39	26
Deal with U.S. coalition partners who do not understand the transition team purpose and mission.	3.50	1.88	26
Use rational persuasion (i.e., provide logical arguments and evidence) to influence your counterpart.	3.50	1.10	26
Prepare an interpreter for a meeting.	3.42	1.36	26
Communicate the long term goals of the U.S. military to your counterpart.	3.42	1.53	26
Predict how your counterpart will behave.	3.38	1.60	26
Find ways to deal with or work around corruption in the local environment.	3.38	1.79	26

<i>Fires and Effects Advisor Activities (Importance)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Prevent personal feelings toward your counterpart from interfering with the transition team mission.	3.38	1.77	26
Stress the legitimacy of the transition team work.	3.35	1.50	26
Demonstrate enthusiasm of the transition team work to your counterpart.	3.35	1.62	26
Employ a Rapport Plan (continuously plan, execute, and refine methods to increase the closeness of the relationship with your counterpart).	3.35	1.70	26
Capitalize on the similarities between your beliefs, values, and goals and those of your counterpart.	3.35	1.38	26
Explain to your counterpart how compliance with your request would benefit him (i.e., apply "apprising" tactics to influence your counterpart).	3.35	1.50	26
Use knowledge about religious influences to understand the behavior of an individual from the relevant culture.	3.31	1.78	26
Recognize how your counterpart's understanding of time impacts his behavior and decisions.	3.31	1.69	26
Adjust the way you treated individuals from the other culture, depending on their age.	3.31	1.49	26
Take advantage of how historical events are relevant to the current operating environment.	3.27	1.69	26
Judge your counterpart's actions according to his cultural standards.	3.27	1.46	26
Influence how your counterpart perceives you.	3.24	1.64	25
Gain the trust of individuals from the relevant culture.	3.24	1.81	25
Take advantage of the concept of honor in your counterpart's culture.	3.23	1.73	26
Influence how your counterpart perceives your transition team.	3.19	1.72	26
Influence your counterpart to adopt a course of action by telling him that you would collaborate (e.g., indicate that you would cooperate or provide resources).	3.19	1.39	26
Take advantage of the role of power and authority in the relevant culture.	3.15	1.78	26
Spend "unstructured time" with your interpreter.	3.12	1.53	26
Become comfortable with non-Western cultural norms.	3.12	1.45	26
Apply pressure tactics as a way to influence your counterpart.	3.12	1.63	26
Become comfortable with eating the food of another culture.	3.12	1.70	26
Provide symbolic rewards (e.g., certificates, coins) to your counterpart for good performance.	3.12	1.86	26
Understand the implications of religion for military operations.	3.08	1.94	26
Communicate organizational goals and objectives to the counterpart.	3.08	1.65	26
Capitalize on your counterpart's perspective or point of view.	3.04	1.59	26
Capitalize on your counterpart's belief system.	3.00	1.85	26
Interact with foreign coalition forces.	2.96	1.97	26
Deal with chain of command issues with coalition forces	2.96	1.89	26
Use knowledge about educational influences to understand the behavior of an individual from the relevant culture.	2.96	1.68	26

<i>Fires and Effects Advisor Activities (Importance)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Use knowledge about demographic influences (e.g., age, sex) to understand the behavior of an individual from the relevant culture.	2.96	1.82	26
Use knowledge about social influences to understand the behavior of an individual from the relevant culture.	2.92	1.70	26
Understand the general theology of different religions found in your operating area.	2.92	1.94	26
Take advantage of the concept of hospitality in your counterpart's culture.	2.88	1.97	26
Work with an unfamiliar interpreter.	2.85	1.64	26
Promote your counterpart's authority to coalition forces.	2.85	1.91	26
Use knowledge about economic influences to understand the behavior of an individual from the relevant culture.	2.85	1.83	26
Use knowledge about historical influences to understand the behavior of an individual from the relevant culture.	2.85	1.64	26
Express compassion toward individuals of a different culture.	2.85	1.78	26
Use knowledge about professional influences to understand the behavior of an individual from the relevant culture.	2.85	1.67	26
Use knowledge about criminal influences to understand the behavior of an individual from the relevant culture.	2.81	1.67	26
Understand the history of different religions found in your operating area.	2.77	1.75	26
Use knowledge about tribal influences to understand the behavior of an individual from the relevant culture.	2.77	1.66	26
Adjust the way you treated individuals from the other culture, depending on their gender.	2.77	2.18	26
Manage interpersonal conflict effectively in a cross-cultural setting.	2.77	1.75	26
Use knowledge about geography to understand the behavior of an individual from the relevant culture.	2.73	1.78	26
Apply principles of team building in a cross-cultural setting.	2.69	1.72	26
Assess the impact of information on military factors.	2.69	1.69	26
Preparing your counterpart to conduct negotiations and meetings.	2.65	1.98	26
Use your legitimate authority (i.e., your position, rank, or status) to influence your counterpart.	2.60	1.71	25
Build a consensus with individuals from the relevant culture.	2.58	2.04	26
Adjust the way you treated individuals from the other culture, depending on their social status.	2.54	1.94	26
Restrict sensitive information provided to a counterpart.	2.46	1.98	26
Offer your counterpart a desired item or action in exchange for compliance with a request (i.e., us exchange tactics as a way to influence your counterpart).	2.46	1.45	26
Take advantage of the role of reconciliation in your counterpart's culture.	2.42	1.86	26
Speak to others in the host nation's language.	2.38	1.94	26
Share your personal history or information with your counterpart.	2.38	1.68	26
Display the body language and posture commonly found in the host nation's culture.	2.38	1.83	26

<i>Fires and Effects Advisor Activities (Importance)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Identify and manage potential divisions among religious groups.	2.31	2.17	26
Appeal to the emotions of your counterpart (i.e., engage in inspirational influence tactics) to influence him.	2.31	1.44	26
Prepare one's transition team for a meeting in which an interpreter would be used.	2.31	1.95	26
Share personal information about yourself with your interpreter.	2.23	1.61	26
Manage the release of information to local civilians.	2.23	1.82	26
Use personal appeal (i.e., ask an individual to comply out of loyalty or friendship) to influence your counterpart.	2.19	1.65	26
Disclose sensitive information to a counterpart.	2.19	1.98	26
Assess the impact of information on social factors.	2.15	1.89	26
Display the facial expressions commonly used by individuals from the host nation.	2.12	1.97	26
Prepare coalition partners to conduct cross-cultural negotiations and meetings.	2.04	1.95	26
Instruct a counterpart without the aid of an interpreter.	2.00	1.72	26
Let your counterpart participate in transition team activities or decisions in order to gain his compliance and commitment (i.e., use participation as an influence tactic).	1.96	1.84	26
Take advantage of the host nation's military culture.	1.96	1.93	26
Take advantage of the social hierarchy of the relevant culture.	1.96	1.95	26
Manage a training program that targets individuals from another culture.	1.92	2.00	26
Assess the impact of information on local economic factors.	1.81	1.81	26
Deal with foreign coalition partners who do not understand the transition team purpose and mission.	1.77	2.05	26
Adjust the way you treated individuals from the other culture, depending on his/her tribal affiliation.	1.65	2.00	26
Become comfortable with same-sex activities (e.g., male-male hand holding, kissing during greetings).	1.60	1.61	25
Talk about tribal issues in your counterpart's language.	1.58	1.90	26
Talk about Family in your counterpart's language.	1.54	1.92	26
Assess the impact of information on politics.	1.50	1.88	26
Talk about economic issues in your counterpart's language	1.50	1.77	26
Work with an interpreter from the local population who has not been vetted.	1.35	1.90	26
Read the host nation's language.	1.19	1.52	26
Talk about religion in your counterpart's language.	1.15	1.57	26
Talk about politics in your counterpart's language.	1.00	1.50	26
Capitalize on the concept of "revenge" in your counterpart's culture.	0.96	1.68	26
Write in the host nation's language.	0.81	1.27	26
Talk about sports in your counterpart's language.	0.69	1.35	26
Note. 5= Extremely important, 4 = Very important, 3 = Moderately important, 2 = Some importance, 1 = Little importance, 0 = None			

Table A-19***Means and Standard Deviations for F-I Ratings of Fires and Effects Advisor Activities***

<i>Fires and Effects Advisor Activities (F-I Composite)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Communicate through an interpreter.	18.16	4.96	25
Interact with U.S. coalition forces (non-transition team members).	16.44	6.81	25
Instruct a counterpart with the aid of an interpreter.	15.96	6.37	26
Conduct a meeting through an interpreter.	15.40	6.45	25
Demonstrate a positive attitude.	15.19	5.93	26
Understand the capabilities of your interpreter.	15.16	7.55	25
Exhibit a strong work ethic.	15.12	6.99	26
Establish your credibility with your counterpart.	14.81	6.04	26
Behave respectfully within the constraints of the relevant culture.	14.68	6.37	25
Exchange common greetings in your counterpart's language.	14.54	8.99	26
Demonstrate tolerance toward individuals from another culture.	14.46	6.46	26
Actively listen to individuals from another culture.	14.46	6.27	26
Serve as a role model for your counterpart.	14.31	7.84	26
Be tactful toward individuals from another culture.	13.96	5.77	26
Read the facial expressions of individuals from your counterpart's culture.	13.96	6.68	26
Demonstrate to your counterpart that the transition team provides something of value.	13.65	6.40	26
Interpret the body language of individuals from your counterpart's culture.	13.42	6.98	26
Evaluate the trustworthiness of your interpreter.	13.24	6.57	25
Build a close relationship with your counterpart.	13.20	6.91	25
Recognize when individuals from the other culture were trying to manipulate you.	13.00	8.75	26
Follow-up with your counterpart to ensure that work has been accomplished.	12.96	4.99	26
Recognize differences between Western culture and your counterpart's culture.	12.73	7.06	26
Speak common words in your counterpart's language.	12.62	8.43	26
Communicate to your counterpart that you respect him.	12.58	6.75	26
Adjust the way you treated individuals from the other culture, depending on their rank.	12.32	7.76	25
Interpret the gestures of individuals from your counterpart's culture.	12.31	7.37	26
Recognize differences between U.S. military culture and your counterpart's military culture.	12.12	7.77	26
Identify the training needs of your counterpart.	11.85	7.48	26
Deal with U.S. coalition partners who do not understand the transition team purpose and mission.	11.84	10.36	25
Ask about your counterpart's Family.	11.65	7.19	26
Use gestures commonly found in the host nation's culture.	11.46	6.84	26
Stress unity of effort/purpose with one's counterpart.	11.38	7.38	26
Understand your interpreter's cultural biases.	11.36	7.59	25

<i>Fires and Effects Advisor Activities (F-I Composite)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Be supportive of a counterpart's decisions and activities.	11.28	6.81	25
Assess the strengths and weaknesses of your counterpart's unit.	11.08	7.66	26
Assess the readiness of your counterpart's unit to perform missions.	11.04	8.08	26
Identify the training needs of your counterpart's unit.	11.04	7.32	26
Predict how your counterpart will behave.	11.00	6.89	26
Mentor or provide a counterpart with advice or counsel to assist him in making a decision through a mutually developed bond of trust.	10.96	7.26	26
Understand the background of your interpreter.	10.92	6.89	25
Capitalize on what motivates your counterpart.	10.72	7.00	25
Coach or guide a counterpart to reach the next level of knowledge or skill.	10.72	6.69	25
Recognize how your counterpart's understanding of time impacts his behavior and decisions.	10.48	7.51	25
Teach or instruct a counterpart in acquiring or improving a skill or ability.	10.40	6.73	25
Limit how your cultural bias affects your perceptions of your counterpart's behavior.	10.40	6.40	25
Demonstrate support for your counterpart (increase authority and legitimacy by deferring, promoting, remaining in the shadows as much as possible).	10.36	6.40	25
Prevent personal feelings toward your counterpart from interfering with the transition team mission.	10.35	7.35	26
Stress sustainability to the counterpart.	10.27	7.41	26
Judge your counterpart's actions according to his cultural standards.	10.27	7.51	26
Understand the background of your counterpart.	10.23	7.00	26
Spend "unstructured time" with your interpreter.	10.12	7.14	25
Praise your counterpart for good performance.	10.12	5.29	26
Become comfortable with non-Western cultural norms.	10.00	6.42	26
Understand how religion impacts the current operating environment.	9.92	7.14	26
Adjust the way you treated individuals from the other culture, depending on their age.	9.88	6.81	26
Gain commitment from the counterpart and the counterpart's team.	9.85	6.25	26
Use knowledge about customs and traditions to understand the behavior of an individual from the relevant culture.	9.77	6.73	26
Identify sources of corruption in the local environment.	9.76	6.70	25
Influence how your counterpart perceives your transition team.	9.69	7.14	26
Use rational persuasion (i.e., provide logical arguments and evidence) to influence your counterpart.	9.68	5.63	25
Demonstrate enthusiasm of the transition team work to your counterpart.	9.65	7.13	26
Stress to coalition forces that the advisor is not in command of the counterpart.	9.62	7.95	26
Influence how your counterpart perceives you.	9.52	7.25	25
Gain the trust of individuals from the relevant culture.	9.52	7.73	25
Employ a Rapport Plan (continuously plan, execute, and refine methods to increase the closeness of the relationship with your counterpart).	9.42	7.21	26

<i>Fires and Effects Advisor Activities (F-I Composite)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Determine which information to provide and withhold from a counterpart.	9.40	6.84	25
Prepare an interpreter for a meeting.	9.38	5.71	26
Use knowledge about military influences to understand the behavior of an individual from the relevant culture.	9.38	6.71	26
Deal with corruption in your counterpart's organization.	9.35	7.97	26
Give your counterpart feedback for poor performance.	9.31	6.14	26
Use knowledge about religious influences to understand the behavior of an individual from the relevant culture.	9.23	7.43	26
Deal with chain of command issues with coalition forces.	9.19	8.70	26
Explain the role of the transition team to coalition forces.	9.19	7.73	26
Become comfortable with eating the food of another culture.	9.13	7.74	24
Spend "unstructured time" with your counterpart.	9.08	6.58	25
Find ways to deal with or work around corruption in the local environment.	8.96	7.09	26
Capitalize on the similarities between your beliefs, values, and goals and those of your counterpart.	8.88	6.92	26
Establish short term goals for your counterpart to accomplish.	8.84	5.51	25
Stress the legitimacy of the transition team work.	8.62	7.14	26
Explain to your counterpart how compliance with your request would benefit him (i.e., apply "apprising" tactics to influence your counterpart).	8.58	5.67	26
Take advantage of the concept of honor in your counterpart's culture.	8.48	7.69	25
Take advantage of how historical events relate to the current operating environment.	8.46	6.82	26
Interact with foreign coalition forces.	8.44	9.22	25
Use knowledge about social influences to understand the behavior of an individual from the relevant culture.	8.15	6.99	26
Communicate organizational goals and objectives to the counterpart.	8.08	6.69	26
Take advantage of the role of power and authority in the relevant culture.	8.04	7.14	26
Express compassion toward individuals of a different culture.	7.88	6.51	26
Communicate the long term goals of the U.S. military to your counterpart.	7.88	5.47	26
Capitalize on your counterpart's belief system.	7.84	7.09	25
Understand the general theology of different religions found in your operating area.	7.84	7.22	25
Apply pressure tactics as a way to influence your counterpart.	7.73	7.27	26
Promote your counterpart's authority to coalition forces.	7.69	8.35	26
Capitalize on your counterpart's perspective or point of view.	7.65	6.32	26
Understand the implications of religion for military operations.	7.48	7.04	25
Influence your counterpart to adopt a course of action by telling him that you would collaborate (e.g., indicate that you would cooperate or provide resources).	7.46	5.53	26
Take advantage of the concept of hospitality in your counterpart's culture.	7.38	7.35	26

<i>Fires and Effects Advisor Activities (F-I Composite)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Use knowledge about demographic influences (e.g., age, sex) to understand the behavior of an individual from the relevant culture.	7.27	6.39	26
Use knowledge about professional influences to understand the behavior of an individual from the relevant culture.	7.15	6.64	26
Adjust the way you treated individuals from the other culture, depending on their social status.	7.12	7.62	26
Manage interpersonal conflict effectively in a cross-cultural setting.	7.04	5.95	26
Assess the impact of information on military factors.	7.04	6.48	26
Understand the history of different religions found in your operating area.	7.04	6.38	26
Build a consensus with individuals from the relevant culture.	6.81	6.88	26
Use knowledge about geography to understand the behavior of an individual from the relevant culture.	6.77	6.56	26
Use knowledge about educational influences to understand the behavior of an individual from the relevant culture.	6.73	5.68	26
Display the body language and posture commonly found in the host nation's culture.	6.73	8.21	26
Use knowledge about economic influences to understand the behavior of an individual from the relevant culture.	6.62	5.93	26
Speak to others in the host nation's language.	6.54	7.87	26
Apply principles of team building in a cross-cultural setting.	6.46	6.31	26
Use knowledge about criminal influences to understand the behavior of an individual from the relevant culture.	6.35	5.81	26
Use knowledge about historical influences to understand the behavior of an individual from the relevant culture.	6.27	5.83	26
Adjust the way you treated individuals from the other culture, depending on their gender.	6.19	7.14	26
Display the facial expressions commonly used by individuals from the host nation.	6.15	7.77	26
Use your legitimate authority (i.e., your position, rank, or status) to influence your counterpart.	6.08	7.09	25
Restrict sensitive information provided to a counterpart.	6.04	6.89	26
Use knowledge about tribal influences to understand the behavior of an individual from the relevant culture.	5.96	5.02	26
Take advantage of the role of reconciliation in your counterpart's culture.	5.62	6.74	26
Identify and manage potential divisions among religious groups.	5.42	6.33	26
Share your personal history or information with your counterpart.	5.31	5.75	26
Prepare your counterpart to conduct negotiations and meetings.	5.27	6.29	26
Take advantage of the host nation's military culture.	5.23	6.72	26
Take advantage of the social hierarchy of the relevant culture.	5.08	6.60	26
Share personal information about yourself with your interpreter.	5.08	5.57	26
Assess the impact of information on social factors.	5.04	5.91	26
Appeal to the emotions of your counterpart (i.e., engage in inspirational influence tactics) to influence him.	5.00	4.98	26

<i>Fires and Effects Advisor Activities (F-I Composite)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Prepare one's transition team for a meeting in which an interpreter would be used.	5.00	6.07	25
Manage a training program that targets individuals from another culture.	4.92	6.31	26
Offer your counterpart something that he wants in exchange for compliance with a request (i.e., use exchange tactics as a way to influence your counterpart).	4.88	4.87	26
Use personal appeal (i.e., ask an individual to comply out of loyalty or friendship) to influence your counterpart.	4.77	4.64	26
Provide symbolic rewards (e.g., certificates, coins) to your counterpart for good performance.	4.62	4.73	26
Deal with foreign coalition partners who do not understand the transition team purpose and mission.	4.52	8.12	25
Manage the release of information to local civilians.	4.31	5.33	26
Work with an unfamiliar interpreter.	4.27	3.04	26
Instruct a counterpart without the aid of an interpreter.	4.12	6.03	26
Assess the impact of information on local economic factors.	4.00	6.03	26
Prepare coalition partners to conduct cross-cultural negotiations and meetings.	3.96	6.94	26
Assess the impact of information on politics.	3.65	5.84	26
Let your counterpart participate in transition team activities and decisions in order to gain his compliance and commitment (i.e., use participation as an influence tactic).	3.60	5.00	25
Become comfortable with same-sex activities (e.g., male-male hand holding, kissing during greetings).	3.60	5.12	25
Adjust how you treat an individual from the other culture, depending on his/her tribal affiliation.	3.31	5.43	26
Disclose sensitive information to a counterpart.	2.92	4.24	26
Talk about tribal issues in your counterpart's language.	1.96	3.89	26
Talk about Family in your counterpart's language.	1.62	3.59	26
Talk about economic issues in your counterpart's language.	1.46	3.11	26
Capitalize on the concept of "revenge" in your counterpart's culture.	1.38	4.27	26
Work with an interpreter from the local population who has not been vetted.	0.88	2.14	26
Talk about politics in your counterpart's language.	0.77	2.47	26
Read the host nation's language.	0.69	1.62	26
Talk about religion in your counterpart's language.	0.50	0.99	26
Talk about sports in your counterpart's language.	0.15	0.54	26
Write in the host nation's language.	0.12	0.33	26

Table A-20*Means and Standard Deviations for F-I, Frequency, and Importance Ratings of Fires and Effects Advisor KSAs*

<i>Fires and Effects Advisor KSAs</i>	<u>F-I</u>			<u>Frequency</u>			<u>Importance</u>		
	<i>M</i>	<i>SD</i>	<i>N</i>	<i>M</i>	<i>SD</i>	<i>N</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Instructing CP through Interpreter	15.96	6.37	26	3.54	1.10	26	4.35	1.02	26
Establishing Credibility	14.23	5.62	26	3.23	1.07	26	4.25	0.68	26
Interacting with US Coalition Forces	14.14	7.36	25	3.26	1.41	25	3.85	1.10	26
Speaking Common Words in CP Language	13.58	8.28	26	3.27	1.81	26	3.67	1.63	26
Role Modeling	13.57	5.66	26	3.24	0.94	26	3.82	1.09	26
Interpreting Nonverbal Behavior	13.23	6.47	26	3.26	1.40	26	3.72	1.22	26
Sensing Manipulation	13.00	8.75	26	3.00	1.60	26	3.96	1.31	26
Consideration and Respect	12.98	4.47	26	3.19	0.76	26	3.74	0.93	26
Using an Interpreter	11.49	4.09	25	2.76	0.93	25	3.62	0.92	26
Identifying Training Needs	11.44	7.28	26	2.71	1.42	26	3.94	1.10	26
Comparing One's Culture with CP Culture	11.24	6.45	26	2.87	1.27	26	3.58	1.28	26
Assessing CP Unit Performance	11.06	7.79	26	2.58	1.51	26	3.88	1.44	26
Mentoring and Coaching	10.64	6.64	25	2.57	1.32	25	3.83	1.09	26
Judging by CP's Standards	10.27	7.51	26	2.62	1.55	26	3.27	1.46	26
Building Rapport	10.02	4.89	25	2.51	0.96	25	3.48	0.98	26
Understanding CP	9.65	5.61	25	2.43	1.16	25	3.36	1.28	26
Managing Perceptions About the Advisor Team	9.50	7.10	25	2.52	1.49	26	3.18	1.62	25
Employ a Rapport Plan	9.42	7.21	26	2.27	1.59	26	3.35	1.70	26
Dealing with Corruption	9.31	6.62	25	2.27	1.40	25	3.62	1.22	26
Establishing Goals	9.29	4.73	26	2.33	0.99	26	3.50	1.13	26
Managing CP Performance	9.25	3.40	26	2.27	0.79	26	3.76	0.83	26
Suppressing Cultural Bias	8.70	5.00	25	2.36	0.99	25	2.97	1.33	26
Communicating Legitimacy of Advisor Team Work	8.62	7.14	26	2.15	1.43	26	3.35	1.50	26
Using Nonverbal Behavior	8.12	6.97	26	2.09	1.56	26	2.68	1.55	26
Informing and Engaging Coalition Forces	7.93	6.68	26	1.90	1.42	26	3.04	1.21	26
Tailoring Interactions to Cultural Demographics	7.70	5.35	26	1.86	1.18	26	2.78	1.42	26

<i>Fires and Effects Advisor KSAs</i>	<u>F-I</u>			<u>Frequency</u>			<u>Importance</u>		
	<i>M</i>	<i>SD</i>	<i>N</i>	<i>M</i>	<i>SD</i>	<i>N</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Understanding the Operating Environment	7.47	5.12	26	1.96	1.16	26	3.01	1.30	26
Knowledge of Religious Influences	7.44	5.97	25	1.92	1.20	25	2.94	1.50	26
Using Proactive Influence Tactics	7.05	3.35	25	1.91	0.80	25	2.92	0.78	26
Managing Interpersonal Conflict	7.04	5.95	26	1.88	1.48	26	2.77	1.75	26
Building Consensus	6.81	6.88	26	1.65	1.55	26	2.58	2.04	26
Interacting with Foreign Coalition Forces	6.48	6.81	25	1.62	1.48	25	2.37	1.74	26
Cross-Cultural Team Building	6.46	6.31	26	1.77	1.53	26	2.69	1.72	26
Leveraging Cultural Knowledge	6.18	5.30	26	1.61	1.14	26	2.48	1.32	26
Managing Information	5.28	4.14	26	1.44	1.05	26	2.38	1.30	26
Preparing CP for Negotiations/Meetings	5.27	6.29	26	1.31	1.38	26	2.65	1.98	26
Managing a Training Program	4.92	6.31	26	1.31	1.52	26	1.92	2.00	26
Working with Unfamiliar Interpreter	4.27	3.04	26	1.50	0.76	26	2.85	1.64	26
Instructing CP without Interpreter	4.12	6.03	26	1.35	1.35	26	2.00	1.72	26
Maintaining a Conversation in CP Language	1.08	1.59	26	0.39	0.63	26	1.24	1.47	26
Working with an Unvetted Interpreter	0.88	2.14	26	0.27	0.67	26	1.35	1.90	26
Reading and Writing in CP Language	0.40	0.88	26	0.19	0.40	26	1.00	1.32	26

Note. Frequency Ratings: 5= More than once a day, 4 = Once a day, 3 = Once a week, 2 = Once a month, 1 = A few times, 0 = Did not perform. Importance Ratings: 5= Extremely important, 4 = Very important, 3 = Moderately important, 2 = Some importance, 1 = Little importance, 0 = None

Table A-21***Means and Standard Deviations for Frequency Ratings of Intelligence Advisor Activities***

<i>Intelligence Advisor Activities (Frequency)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Demonstrate tolerance toward individuals from another culture.	4.19	0.89	52
Communicate through an interpreter.	4.15	0.79	54
Be tactful toward individuals from another culture.	4.09	0.95	53
Exhibit a strong work ethic.	4.04	1.13	54
Actively listen to individuals from another culture.	3.91	1.20	53
Behave respectfully within the constraints of the relevant culture.	3.89	0.90	54
Serve as a role model for your counterpart.	3.87	1.32	54
Conduct a meeting through an interpreter.	3.87	0.99	54
Demonstrate a positive attitude.	3.81	1.21	54
Recognize differences between Western culture and your counterpart's culture.	3.74	1.15	53
Establish your credibility with your counterpart.	3.67	1.10	54
Interact with U.S. coalition forces (non-transition team members).	3.64	1.47	53
Communicate to your counterpart that you respect him.	3.61	1.05	54
Recognize differences between U.S. military culture and your counterpart's military culture.	3.60	1.21	53
Evaluate the trustworthiness of your interpreter.	3.60	1.46	52
Understand the capabilities of your interpreter.	3.56	1.35	52
Become comfortable with non-Western cultural norms.	3.55	1.49	53
Build a close relationship with your counterpart.	3.54	1.21	54
Instruct a counterpart with the aid of an interpreter.	3.52	1.26	54
Demonstrate to your counterpart that the transition team provides something of value.	3.51	1.22	53
Read the facial expressions of individuals from your counterpart's culture.	3.46	1.70	54
Understand your interpreter's cultural biases.	3.42	1.58	52
Interpret the body language of individuals from your counterpart's culture.	3.41	1.73	54
Understand the background of your counterpart.	3.37	1.23	54
Understand the background of your interpreter.	3.37	1.56	52
Interpret the gestures of individuals from your counterpart's culture.	3.35	1.81	54
Spend "unstructured time" with your interpreter.	3.34	1.30	53
Exchanging common greetings in your counterpart's language.	3.30	1.93	54
Predict how your counterpart will behave.	3.28	1.55	54
Ask about your counterpart's Family.	3.26	1.29	53
Speak common words in your counterpart's language.	3.26	1.85	54
Assess the strengths and weaknesses of your counterpart's unit.	3.21	1.30	52
Adjust the way you treated individuals from the other culture, depending on their rank.	3.19	1.53	54
Identify the training needs of your counterpart's unit.	3.19	1.21	54

<i>Intelligence Advisor Activities (Frequency)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Understand how religion impacts the current operating environment.	3.17	1.28	54
Identify the training needs of your counterpart.	3.17	1.21	54
Teach or instruct a counterpart in acquiring or improving a skill or ability.	3.17	1.18	54
Determine which information to provide and withhold from a counterpart.	3.17	1.58	54
Become comfortable with eating the food of another culture.	3.13	1.37	53
Mentor or provide a counterpart with advice or counsel to assist him in making a decision through a mutually developed bond of trust.	3.13	1.29	54
Coach or guide a counterpart to reach the next level of knowledge or skill.	3.09	1.17	54
Gain the trust of individuals from the relevant culture.	3.06	1.39	53
Stress unity of effort/purpose with one's counterpart.	3.04	1.30	54
Follow-up with your counterpart to ensure that work has been accomplished.	3.04	1.39	54
Be supportive of a counterpart's decisions and activities.	3.02	1.21	54
Prepare an interpreter for a meeting.	2.98	1.55	54
Recognize when individuals from the other culture were trying to manipulate you.	2.98	1.49	53
Adjust the way you treated individuals from the other culture, depending on their age.	2.96	1.55	54
Assess the readiness of your counterpart's unit to perform missions.	2.94	1.34	54
Understand the general theology of different religions found in your operating area.	2.94	1.58	54
Recognize how your counterpart's understanding of time impacts his behavior and decisions.	2.94	1.66	54
Stress sustainability to the counterpart.	2.93	1.33	54
Capitalize on what motivates your counterpart.	2.93	1.40	54
Limit how your cultural bias affects your perceptions of your counterpart's behavior.	2.92	1.53	53
Understand the history of different religions found in your operating area.	2.89	1.53	54
Deal with U.S. coalition partners who do not understand the transition team purpose and mission.	2.89	1.64	53
Praise your counterpart for good performance.	2.89	1.35	53
Spend "unstructured time" with your counterpart.	2.87	1.48	54
Capitalize on the similarities between your beliefs, values, and goals and those of your counterpart.	2.85	1.42	53
Demonstrate enthusiasm of the transition team work to your counterpart.	2.83	1.55	54
Use gestures commonly found in the host nation's culture.	2.83	1.87	54
Judge your counterpart's actions according to his cultural standards.	2.83	1.37	53
Identify sources of corruption in the local environment.	2.81	1.57	54
Deal with corruption in your counterpart's organization.	2.81	1.74	54
Influence how your counterpart perceives you.	2.81	1.49	54
Use knowledge about customs and traditions to understand the behavior of an individual from the relevant culture.	2.81	1.37	54
Express compassion toward individuals of a different culture.	2.78	1.48	54

<i>Intelligence Advisor Activities (Frequency)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Influence how your counterpart perceives your transition team.	2.78	1.51	54
Demonstrate support for your counterpart (increase authority and legitimacy by deferring, promoting, remaining in the shadows as much as possible).	2.76	1.44	54
Assess the impact of information on military factors.	2.74	1.58	54
Use knowledge about professional influences to understand the behavior of an individual from the relevant culture.	2.72	1.52	54
Use knowledge about historical influences to understand the behavior of an individual from the relevant culture.	2.72	1.46	53
Use knowledge about military influences to understand the behavior of an individual from the relevant culture.	2.69	1.44	54
Use knowledge about social influences to understand the behavior of an individual from the relevant culture.	2.67	1.47	54
Stress the legitimacy of the transition team work.	2.67	1.41	54
Gain commitment from the counterpart and the counterpart's team.	2.67	1.44	54
Prevent personal feelings toward your counterpart from interfering with the transition team mission.	2.66	1.66	53
Communicate organizational goals and objectives to the counterpart.	2.63	1.47	54
Apply principles of team building in a cross-cultural setting.	2.61	1.68	54
Restrict sensitive information provided to a counterpart.	2.59	1.65	54
Find ways to deal with or work around corruption in the local environment.	2.57	1.75	54
Share your personal history or information with your counterpart.	2.55	1.44	53
Use knowledge about religious influences to understand the behavior of an individual from the relevant culture.	2.52	1.46	54
Understand the implications of religion for military operations.	2.52	1.66	54
Give your counterpart feedback for poor performance.	2.51	1.48	53
Take advantage of the concept of honor in your counterpart's culture.	2.51	1.68	53
Use knowledge about geography to understand the behavior of an individual from the relevant culture.	2.50	1.49	54
Establish short term goals for your counterpart to accomplish.	2.50	1.44	54
Use knowledge about tribal influences to understand the behavior of an individual from the relevant culture.	2.50	1.65	54
Share personal information about yourself with your interpreter.	2.50	1.41	54
Take advantage of how historical events are relevant to the current operating environment.	2.50	1.61	54
Adjust the way you treated individuals from the other culture, depending on their social status.	2.48	1.61	54
Explain the role of the transition team to coalition forces.	2.46	1.46	54
Capitalize on your counterpart's belief system.	2.46	1.60	54
Apply pressure tactics as a way to influence your counterpart.	2.44	1.69	54
Become comfortable with same-sex activities (e.g., male-male hand holding, kissing during greetings).	2.43	1.85	53

<i>Intelligence Advisor Activities (Frequency)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Stress to coalition forces that the advisor is not in command of the counterpart.	2.43	1.72	54
Use rational persuasion (i.e., provide logical arguments and evidence) to influence your counterpart.	2.43	1.44	54
Build a consensus with individuals from the relevant culture.	2.37	1.42	54
Identify and manage potential divisions among religious groups.	2.37	1.62	54
Speak to others in the host nation's language.	2.37	1.87	54
Communicate the long term goals of the U.S. military to your counterpart.	2.37	1.44	54
Display the body language and posture commonly found in the host nation's culture.	2.35	1.92	54
Capitalize on your counterpart's perspective or point of view.	2.33	1.53	54
Use knowledge about educational influences to understand the behavior of an individual from the relevant culture.	2.33	1.45	54
Use knowledge about demographic influences (e.g., age, sex) to understand the behavior of an individual from the relevant culture.	2.31	1.61	54
Deal with chain of command issues with coalition forces	2.30	1.68	53
Manage a training program that targets individuals from another culture.	2.30	1.58	53
Explain to your counterpart how compliance with your request would benefit him (i.e., apply "apprising" tactics to influence your counterpart).	2.30	1.57	54
Adjust the way you treated individuals from the other culture, depending on their gender.	2.24	1.88	54
Take advantage of the role of power and authority in the relevant culture.	2.20	1.76	54
Employ a Rapport Plan (continuously plan, execute, and refine methods to increase the closeness of the relationship with your counterpart).	2.19	1.72	53
Use knowledge about economic influences to understand the behavior of an individual from the relevant culture.	2.19	1.57	54
Manage interpersonal conflict effectively in a cross-cultural setting.	2.17	1.58	54
Prepare one's transition team for a meeting in which an interpreter would be used.	2.13	1.69	52
Take advantage of the concept of hospitality in your counterpart's culture.	2.13	1.61	54
Assess the impact of information on social factors.	2.11	1.54	53
Take advantage of the role of reconciliation in your counterpart's culture.	2.11	1.80	54
Use knowledge about criminal influences to understand the behavior of an individual from the relevant culture.	2.06	1.63	54
Display the facial expressions commonly used by individuals from the host nation.	2.02	1.97	54
Influence your counterpart to adopt a course of action by telling him that you would collaborate (e.g., indicate that you would cooperate or provide resources).	2.00	1.50	54
Prepare coalition partners to conduct cross-cultural negotiations and meetings.	1.94	1.67	53
Promote your counterpart's authority to coalition forces.	1.91	1.72	54
Interact with foreign coalition forces.	1.87	1.86	54
Assess the impact of information on politics.	1.87	1.61	54
Preparing your counterpart to conduct negotiations and meetings.	1.85	1.62	54

<i>Intelligence Advisor Activities (Frequency)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Appeal to the emotions of your counterpart (i.e., engage in inspirational influence tactics) to influence him.	1.80	1.68	54
Instruct a counterpart without the aid of an interpreter.	1.80	1.39	54
Assess the impact of information on local economic factors.	1.80	1.66	54
Use your legitimate authority (i.e., your position, rank, or status) to influence your counterpart.	1.80	1.73	54
Use personal appeal (i.e., ask an individual to comply out of loyalty or friendship) to influence your counterpart.	1.65	1.56	54
Offer your counterpart a desired item or action in exchange for compliance with a request (i.e., us exchange tactics as a way to influence your counterpart).	1.59	1.51	54
Take advantage of the host nation's military culture.	1.52	1.49	54
Provide symbolic rewards (e.g., certificates, coins) to your counterpart for good performance.	1.48	1.36	54
Let your counterpart participate in transition team activities or decisions in order to gain his compliance and commitment (i.e., use participation as an influence tactic).	1.47	1.56	53
Adjust the way you treated individuals from the other culture, depending on his/her tribal affiliation.	1.44	1.64	54
Work with an unfamiliar interpreter.	1.43	1.09	54
Take advantage of the social hierarchy of the relevant culture.	1.41	1.55	54
Manage the release of information to local civilians.	1.37	1.65	54
Disclose sensitive information to a counterpart.	1.30	1.45	54
Deal with foreign coalition partners who do not understand the transition team purpose and mission.	1.22	1.48	54
Talk about Family in your counterpart's language.	0.72	1.27	54
Capitalize on the concept of "revenge" in your counterpart's culture.	0.70	1.37	54
Talk about tribal issues in your counterpart's language.	0.55	1.20	53
Talk about sports in your counterpart's language.	0.54	1.13	54
Talk about economic issues in your counterpart's language	0.54	1.08	54
Read the host nation's language.	0.54	1.16	54
Work with an interpreter from the local population who has not been vetted.	0.48	0.84	54
Write in the host nation's language.	0.35	0.87	54
Talk about religion in your counterpart's language.	0.35	0.80	54
Talk about politics in your counterpart's language.	0.33	0.82	54
<i>Note.</i> 5= More than once a day, 4 = Once a day, 3 = Once a week, 2 = Once a month, 1 = A few times, 0 = Did not perform			

Table A-22***Means and Standard Deviations for Importance Ratings of Intelligence Advisor Activities***

<i>Intelligence Advisor Activities (Importance)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Conduct a meeting through an interpreter.	4.63	0.73	54
Communicate through an interpreter.	4.63	0.73	54
Evaluate the trustworthiness of your interpreter.	4.57	0.72	54
Understand the capabilities of your interpreter.	4.44	0.96	54
Instruct a counterpart with the aid of an interpreter.	4.43	0.84	54
Establish your credibility with your counterpart.	4.41	0.96	54
Communicate to your counterpart that you respect him.	4.26	1.02	53
Recognize differences between Western culture and your counterpart's culture.	4.26	0.86	53
Actively listen to individuals from another culture.	4.26	0.94	53
Build a close relationship with your counterpart.	4.22	1.00	54
Behave respectfully within the constraints of the relevant culture.	4.22	0.96	54
Identify the training needs of your counterpart's unit.	4.21	0.97	53
Be tactful toward individuals from another culture.	4.20	0.98	54
Exhibit a strong work ethic.	4.20	1.19	54
Teach or instruct a counterpart in acquiring or improving a skill or ability.	4.20	1.11	54
Assess the readiness of your counterpart's unit to perform missions.	4.17	1.07	53
Identify the training needs of your counterpart.	4.17	1.04	54
Coach or guide a counterpart to reach the next level of knowledge or skill.	4.17	0.88	54
Praise your counterpart for good performance.	4.15	1.01	53
Demonstrate to your counterpart that the transition team provides something of value.	4.15	1.18	53
Demonstrate tolerance toward individuals from another culture.	4.15	1.04	54
Serve as a role model for your counterpart.	4.13	1.12	54
Follow-up with your counterpart to ensure that work has been accomplished.	4.11	1.08	54
Recognize when individuals from the other culture were trying to manipulate you.	4.08	1.43	53
Recognize differences between U.S. military culture and your counterpart's military culture.	4.08	1.00	53
Understand your interpreter's cultural biases.	4.07	1.20	54
Demonstrate a positive attitude.	4.07	1.10	54
Assess the strengths and weaknesses of your counterpart's unit.	4.06	1.20	54
Deal with corruption in your counterpart's organization.	4.04	1.41	54
Understand the background of your interpreter.	4.04	1.30	54
Gain the trust of individuals from the relevant culture.	4.02	1.15	53
Mentor or provide a counterpart with advice or counsel to assist him in making a decision through a mutually developed bond of trust.	4.02	1.11	54

<i>Intelligence Advisor Activities (Importance)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Understand the background of your counterpart.	3.98	1.11	54
Interact with U.S. coalition forces (non-transition team members).	3.98	1.31	53
Determine which information to provide and withhold from a counterpart.	3.96	1.55	54
Understand how religion impacts the current operating environment.	3.93	1.20	54
Be supportive of a counterpart's decisions and activities.	3.89	1.06	54
Stress unity of effort/purpose with one's counterpart.	3.89	1.09	54
Find ways to deal with or work around corruption in the local environment.	3.89	1.50	54
Establish short term goals for your counterpart to accomplish.	3.83	1.40	54
Ask about your counterpart's Family.	3.81	1.23	54
Explain the role of the transition team to coalition forces.	3.80	1.50	54
Limit how your cultural bias affects your perceptions of your counterpart's behavior.	3.80	1.28	54
Use knowledge about customs and traditions to understand the behavior of an individual from the relevant culture.	3.80	1.17	54
Restrict sensitive information provided to a counterpart.	3.78	1.80	54
Capitalize on what motivates your counterpart.	3.78	1.22	54
Prevent personal feelings toward your counterpart from interfering with the transition team mission.	3.77	1.55	53
Give your counterpart feedback for poor performance.	3.75	1.54	53
Become comfortable with non-Western cultural norms.	3.75	1.34	53
Use knowledge about social influences to understand the behavior of an individual from the relevant culture.	3.72	1.39	54
Stress sustainability to the counterpart.	3.70	1.40	54
Deal with U.S. coalition partners who do not understand the transition team purpose and mission.	3.68	1.59	53
Identify sources of corruption in the local environment.	3.67	1.41	54
Demonstrate support for your counterpart (increase authority and legitimacy by deferring, promoting, remaining in the shadows as much as possible).	3.67	1.30	54
Spend "unstructured time" with your counterpart.	3.67	1.24	54
Use knowledge about military influences to understand the behavior of an individual from the relevant culture.	3.65	1.22	54
Understand the general theology of different religions found in your operating area.	3.65	1.36	54
Predict how your counterpart will behave.	3.63	1.47	54
Become comfortable with eating the food of another culture.	3.62	1.46	53
Influence how your counterpart perceives your transition team.	3.61	1.56	54
Stress to coalition forces that the advisor is not in command of the counterpart.	3.60	1.70	53
Prepare an interpreter for a meeting.	3.60	1.61	53
Recognize how your counterpart's understanding of time impacts his behavior and decisions.	3.59	1.70	54

<i>Intelligence Advisor Activities (Importance)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Express compassion toward individuals of a different culture.	3.59	1.37	54
Adjust the way you treated individuals from the other culture, depending on their rank.	3.57	1.57	54
Use knowledge about professional influences to understand the behavior of an individual from the relevant culture.	3.54	1.38	54
Understand the history of different religions found in your operating area.	3.54	1.38	54
Influence how your counterpart perceives you.	3.52	1.63	54
Judge your counterpart's actions according to his cultural standards.	3.51	1.27	53
Use knowledge about religious influences to understand the behavior of an individual from the relevant culture.	3.50	1.42	54
Use knowledge about historical influences to understand the behavior of an individual from the relevant culture.	3.50	1.48	54
Interpret the body language of individuals from your counterpart's culture.	3.48	1.61	54
Read the facial expressions of individuals from your counterpart's culture.	3.48	1.55	54
Capitalize on the similarities between your beliefs, values, and goals and those of your counterpart.	3.45	1.37	53
Assess the impact of information on military factors.	3.44	1.59	54
Gain commitment from the counterpart and the counterpart's team.	3.43	1.29	53
Communicate organizational goals and objectives to the counterpart.	3.43	1.39	53
Understand the implications of religion for military operations.	3.41	1.62	54
Use knowledge about geography to understand the behavior of an individual from the relevant culture.	3.39	1.48	54
Interpret the gestures of individuals from your counterpart's culture.	3.39	1.66	54
Use knowledge about tribal influences to understand the behavior of an individual from the relevant culture.	3.37	1.62	54
Demonstrate enthusiasm of the transition team work to your counterpart.	3.37	1.42	54
Spend "unstructured time" with your interpreter.	3.36	1.43	53
Exchanging common greetings in your counterpart's language.	3.35	1.81	54
Speak common words in your counterpart's language.	3.34	1.69	53
Communicate the long term goals of the U.S. military to your counterpart.	3.33	1.54	54
Adjust the way you treated individuals from the other culture, depending on their age.	3.31	1.68	54
Take advantage of how historical events are relevant to the current operating environment.	3.31	1.53	54
Use knowledge about demographic influences (e.g., age, sex) to understand the behavior of an individual from the relevant culture.	3.28	1.63	54
Stress the legitimacy of the transition team work.	3.28	1.52	54
Take advantage of the concept of honor in your counterpart's culture.	3.26	1.61	53
Use knowledge about educational influences to understand the behavior of an individual from the relevant culture.	3.26	1.53	54
Apply principles of team building in a cross-cultural setting.	3.26	1.57	54

<i>Intelligence Advisor Activities (Importance)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Use rational persuasion (i.e., provide logical arguments and evidence) to influence your counterpart.	3.24	1.37	54
Manage interpersonal conflict effectively in a cross-cultural setting.	3.24	1.58	54
Apply pressure tactics as a way to influence your counterpart.	3.22	1.55	54
Share your personal history or information with your counterpart.	3.22	1.27	54
Identify and manage potential divisions among religious groups.	3.20	1.70	54
Deal with chain of command issues with coalition forces	3.19	1.72	52
Capitalize on your counterpart's perspective or point of view.	3.17	1.45	54
Build a consensus with individuals from the relevant culture.	3.17	1.45	54
Capitalize on your counterpart's belief system.	3.17	1.41	54
Use knowledge about criminal influences to understand the behavior of an individual from the relevant culture.	3.15	1.74	54
Adjust the way you treated individuals from the other culture, depending on their gender.	3.11	2.03	53
Manage a training program that targets individuals from another culture.	3.10	1.66	52
Adjust the way you treated individuals from the other culture, depending on their social status.	3.04	1.70	54
Take advantage of the role of reconciliation in your counterpart's culture.	3.02	1.74	53
Use knowledge about economic influences to understand the behavior of an individual from the relevant culture.	3.02	1.76	54
Provide symbolic rewards (e.g., certificates, coins) to your counterpart for good performance.	3.00	1.85	54
Explain to your counterpart how compliance with your request would benefit him (i.e., apply "appraising" tactics to influence your counterpart).	2.98	1.49	54
Speak to others in the host nation's language.	2.98	1.75	54
Assess the impact of information on social factors.	2.94	1.83	54
Promote your counterpart's authority to coalition forces.	2.91	1.88	53
Employ a Rapport Plan (continuously plan, execute, and refine methods to increase the closeness of the relationship with your counterpart). .	2.91	1.71	53
Prepare one's transition team for a meeting in which an interpreter would be used.	2.89	1.83	53
Prepare coalition partners to conduct cross-cultural negotiations and meetings.	2.87	1.86	54
Influence your counterpart to adopt a course of action by telling him that you would collaborate (e.g., indicate that you would cooperate or provide resources).	2.85	1.69	54
Take advantage of the role of power and authority in the relevant culture.	2.85	1.87	53
Use gestures commonly found in the host nation's culture.	2.83	1.77	54
Take advantage of the concept of hospitality in your counterpart's culture.	2.80	1.76	54
Share personal information about yourself with your interpreter.	2.70	1.33	54
Disclose sensitive information to a counterpart.	2.70	2.05	53
Assess the impact of information on politics.	2.65	1.83	54

<i>Intelligence Advisor Activities (Importance)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Use your legitimate authority (i.e., your position, rank, or status) to influence your counterpart.	2.65	1.81	54
Instruct a counterpart without the aid of an interpreter.	2.63	1.65	54
Become comfortable with same-sex activities (e.g., male-male hand holding, kissing during greetings).	2.60	1.85	53
Display the body language and posture commonly found in the host nation's culture.	2.54	1.88	54
Assess the impact of information on local economic factors.	2.50	1.88	54
Appeal to the emotions of your counterpart (i.e., engage in inspirational influence tactics) to influence him.	2.48	1.82	54
Interact with foreign coalition forces.	2.44	2.04	52
Work with an unfamiliar interpreter.	2.43	1.66	53
Use personal appeal (i.e., ask an individual to comply out of loyalty or friendship) to influence your counterpart.	2.41	1.78	54
Preparing your counterpart to conduct negotiations and meetings.	2.41	1.79	54
Offer your counterpart a desired item or action in exchange for compliance with a request (i.e., us exchange tactics as a way to influence your counterpart).	2.37	1.55	54
Manage the release of information to local civilians.	2.31	2.03	54
Take advantage of the social hierarchy of the relevant culture.	2.24	1.87	54
Display the facial expressions commonly used by individuals from the host nation.	2.17	1.90	54
Let your counterpart participate in transition team activities or decisions in order to gain his compliance and commitment (i.e., use participation as an influence tactic).	2.15	1.71	53
Take advantage of the host nation's military culture.	2.11	1.78	54
Adjust the way you treated individuals from the other culture, depending on his/her tribal affiliation.	2.08	1.86	53
Deal with foreign coalition partners who do not understand the transition team purpose and mission.	2.07	1.95	54
Talk about Family in your counterpart's language.	1.47	1.71	53
Work with an interpreter from the local population who has not been vetted.	1.42	1.82	52
Read the host nation's language.	1.39	1.53	54
Capitalize on the concept of "revenge" in your counterpart's culture.	1.26	1.71	54
Talk about tribal issues in your counterpart's language.	1.22	1.63	50
Talk about economic issues in your counterpart's language	1.16	1.49	51
Talk about sports in your counterpart's language.	1.06	1.47	53
Talk about politics in your counterpart's language.	0.94	1.35	53
Talk about religion in your counterpart's language.	0.92	1.34	53
Write in the host nation's language.	0.85	1.25	54

Note. 5= Extremely important, 4 = Very important, 3 = Moderately important, 2 = Some importance, 1 = Little importance, 0 = None

Table A-23**Means and Standard Deviations for F-I Ratings of Intelligence Advisor Activities**

<i>Intelligence Advisor Activities (F-I Composite)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Communicate through an interpreter.	19.43	5.18	54
Conduct a meeting through an interpreter.	18.37	5.74	54
Demonstrate tolerance toward individuals from another culture.	18.10	6.56	52
Be tactful toward individuals from another culture.	17.83	6.54	53
Exhibit a strong work ethic.	17.69	7.31	54
Actively listen to individuals from another culture.	17.58	7.08	52
Evaluate the trustworthiness of your interpreter.	16.98	7.69	52
Serve as a role model for your counterpart.	16.91	7.64	54
Behave respectfully within the constraints of the relevant culture.	16.70	6.25	54
Establish your credibility with your counterpart.	16.65	6.81	54
Recognize differences between Western culture and your counterpart's culture.	16.43	6.66	53
Demonstrate a positive attitude.	16.31	7.85	54
Understand the capabilities of your interpreter.	16.13	7.72	52
Instruct a counterpart with the aid of an interpreter.	15.96	7.12	54
Communicate to your counterpart that you respect him.	15.92	6.06	53
Build a close relationship with your counterpart.	15.63	7.05	54
Demonstrate to your counterpart that the transition team provides something of value.	15.43	7.63	53
Interact with U.S. coalition forces (non-transition team members).	15.35	8.43	52
Recognize differences between U.S. military culture and your counterpart's military culture.	15.15	7.15	53
Become comfortable with non-Western cultural norms.	14.92	8.18	53
Understand your interpreter's cultural biases.	14.87	8.31	52
Understand the background of your interpreter.	14.81	8.52	52
Understand the background of your counterpart.	14.35	7.25	54
Determine which information to provide and withhold from a counterpart.	14.26	8.27	54
Read the facial expressions of individuals from your counterpart's culture.	14.07	8.78	54
Interpret the body language of individuals from your counterpart's culture.	14.07	8.98	54
Assess the strengths and weaknesses of your counterpart's unit.	14.02	6.76	52
Identify the training needs of your counterpart's unit.	13.94	6.43	53
Teach or instruct a counterpart in acquiring or improving a skill or ability.	13.93	6.53	54
Identify the training needs of your counterpart.	13.76	6.62	54
Exchange common greetings in your counterpart's language.	13.72	9.31	54
Interpret the gestures of individuals from your counterpart's culture.	13.65	8.93	54
Ask about your counterpart's Family.	13.57	7.70	53
Predict how your counterpart will behave.	13.50	8.52	54

<i>Intelligence Advisor Activities (F-I Composite)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Understand how religion impacts the current operating environment.	13.44	7.47	54
Follow-up with your counterpart to ensure that work has been accomplished.	13.31	7.37	54
Mentor or provide a counterpart with advice or counsel to assist him in making a decision through a mutually developed bond of trust.	13.22	7.09	54
Coach or guide a counterpart to reach the next level of knowledge or skill.	13.20	6.37	54
Gain the trust of individuals from the relevant culture.	13.19	7.57	53
Speak common words in your counterpart's language.	13.19	8.93	54
Adjust the way you treated individuals from the other culture, depending on their rank.	13.17	8.02	54
Recognize when individuals from the other culture were trying to manipulate you.	13.09	7.70	53
Assess the readiness of your counterpart's unit to perform missions.	13.06	7.11	53
Become comfortable with eating the food of another culture.	12.92	7.55	53
Recognize how your counterpart's understanding of time impacts his behavior and decisions.	12.87	8.59	54
Prepare an interpreter for a meeting.	12.70	7.81	53
Praise your counterpart for good performance.	12.57	7.28	53
Stress unity of effort/purpose with one's counterpart.	12.56	7.18	54
Deal with corruption in your counterpart's organization.	12.48	8.94	54
Be supportive of a counterpart's decisions and activities.	12.43	6.40	54
Limit how your cultural bias affects your perceptions of your counterpart's behavior.	12.40	7.93	53
Deal with U.S. coalition partners who do not understand the transition team purpose and mission.	12.30	8.60	53
Capitalize on what motivates your counterpart.	12.26	7.54	54
Understand the general theology of different religions found in your operating area.	12.24	8.08	54
Spend "unstructured time" with your interpreter.	12.19	7.26	53
Stress sustainability to the counterpart.	12.06	7.34	54
Adjust the way you treated individuals from the other culture, depending on their age.	11.89	8.06	54
Influence how your counterpart perceives you.	11.87	7.75	54
Find ways to deal with or work around corruption in the local environment.	11.85	8.93	54
Influence how your counterpart perceives your transition team.	11.80	7.80	54
Understand the history of different religions found in your operating area.	11.76	7.91	54
Spend "unstructured time" with your counterpart.	11.69	7.59	54
Use knowledge about customs and traditions to understand the behavior of an individual from the relevant culture.	11.63	7.32	54
Demonstrate support for your counterpart (increase authority and legitimacy by deferring, promoting, remaining in the shadows as much as possible).	11.50	7.63	54
Prevent personal feelings toward your counterpart from interfering with the transition team mission.	11.49	8.43	53
Express compassion toward individuals of a different culture.	11.39	7.43	54

<i>Intelligence Advisor Activities (F-I Composite)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Identify sources of corruption in the local environment.	11.37	8.02	54
Restrict sensitive information provided to a counterpart.	11.35	8.35	54
Assess the impact of information on military factors.	11.33	7.75	54
Capitalize on the similarities between your beliefs, values, and goals and those of your counterpart.	11.26	7.36	53
Use knowledge about social influences to understand the behavior of an individual from the relevant culture.	11.20	7.78	54
Demonstrate enthusiasm of the transition team work to your counterpart.	11.15	7.85	54
Use knowledge about historical influences to understand the behavior of an individual from the relevant culture.	11.00	7.45	53
Use knowledge about professional influences to understand the behavior of an individual from the relevant culture.	11.00	7.73	54
Use gestures commonly found in the host nation's culture.	10.89	9.24	54
Judge your counterpart's actions according to his cultural standards.	10.87	6.94	53
Use knowledge about military influences to understand the behavior of an individual from the relevant culture.	10.80	7.30	54
Establish short term goals for your counterpart to accomplish.	10.76	7.04	54
Stress to coalition forces that the advisor is not in command of the counterpart.	10.68	8.48	53
Give your counterpart feedback for poor performance.	10.66	7.46	53
Explain the role of the transition team to coalition forces.	10.59	7.49	54
Understand the implications of religion for military operations.	10.56	8.24	54
Apply principles of team building in a cross-cultural setting.	10.48	8.10	54
Communicate organizational goals and objectives to the counterpart.	10.43	7.11	53
Gain commitment from the counterpart and the counterpart's team.	10.34	7.26	53
Take advantage of the concept of honor in your counterpart's culture.	10.28	8.61	53
Use knowledge about tribal influences to understand the behavior of an individual from the relevant culture.	10.26	7.88	54
Stress the legitimacy of the transition team work.	10.13	7.40	54
Use knowledge about religious influences to understand the behavior of an individual from the relevant culture.	10.07	7.57	54
Take advantage of how historical events relate to the current operating environment.	10.00	7.96	54
Use knowledge about geography to understand the behavior of an individual from the relevant culture.	9.93	7.44	54
Adjust the way you treated individuals from the other culture, depending on their gender.	9.91	9.00	53
Identify and manage potential divisions among religious groups.	9.76	7.96	54
Apply pressure tactics as a way to influence your counterpart.	9.59	8.19	54
Capitalize on your counterpart's belief system.	9.50	7.82	54
Adjust the way you treated individuals from the other culture, depending on their social status.	9.48	7.78	54

<i>Intelligence Advisor Activities (F-I Composite)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Become comfortable with same-sex activities (e.g., male-male hand holding, kissing during greetings).	9.42	9.33	53
Speak to others in the host nation's language.	9.41	8.99	54
Use knowledge about demographic influences (e.g., age, sex) to understand the behavior of an individual from the relevant culture.	9.33	8.01	54
Communicate the long term goals of the U.S. military to your counterpart.	9.33	6.99	54
Share your personal history or information with your counterpart.	9.32	7.18	53
Use rational persuasion (i.e., provide logical arguments and evidence) to influence your counterpart.	9.15	6.69	54
Deal with chain of command issues with coalition forces.	9.13	8.35	52
Display the body language and posture commonly found in the host nation's culture.	8.98	8.93	54
Build a consensus with individuals from the relevant culture.	8.94	6.94	54
Capitalize on your counterpart's perspective or point of view.	8.89	7.46	54
Use knowledge about educational influences to understand the behavior of an individual from the relevant culture.	8.85	7.17	54
Take advantage of the role of power and authority in the relevant culture.	8.83	8.47	53
Manage interpersonal conflict effectively in a cross-cultural setting.	8.74	7.63	54
Manage a training program that targets individuals from another culture.	8.68	7.40	53
Explain to your counterpart how compliance with your request would benefit him (i.e., apply "appraising" tactics to influence your counterpart).	8.56	7.42	54
Take advantage of the role of reconciliation in your counterpart's culture.	8.53	8.73	53
Use knowledge about economic influences to understand the behavior of an individual from the relevant culture.	8.52	7.96	54
Employ a Rapport Plan (continuously plan, execute, and refine methods to increase the closeness of the relationship with your counterpart).	8.51	8.32	53
Use knowledge about criminal influences to understand the behavior of an individual from the relevant culture.	8.50	7.90	54
Prepare one's transition team for a meeting in which an interpreter would be used.	8.33	8.05	52
Assess the impact of information on social factors.	8.28	7.43	53
Take advantage of the concept of hospitality in your counterpart's culture.	8.07	7.72	54
Promote your counterpart's authority to coalition forces.	7.91	8.31	54
Prepare coalition partners to conduct cross-cultural negotiations and meetings.	7.83	8.05	53
Share personal information about yourself with your interpreter.	7.74	6.29	54
Influence your counterpart to adopt a course of action by telling him that you would collaborate (e.g., indicate that you would cooperate or provide resources).	7.59	7.14	54
Display the facial expressions commonly used by individuals from the host nation.	7.50	8.87	54
Assess the impact of information on politics.	7.15	7.79	54
Interact with foreign coalition forces.	7.13	8.70	52

<i>Intelligence Advisor Activities (F-I Composite)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Use your legitimate authority (i.e., your position, rank, or status) to influence your counterpart.	7.09	8.26	54
Assess the impact of information on local economic factors.	6.98	7.89	54
Appeal to the emotions of your counterpart (i.e., engage in inspirational influence tactics) to influence him.	6.87	7.43	54
Prepare your counterpart to conduct negotiations and meetings.	6.78	7.18	54
Use personal appeal (i.e., ask an individual to comply out of loyalty or friendship) to influence your counterpart.	6.11	7.03	54
Instruct a counterpart without the aid of an interpreter.	6.02	5.99	54
Provide symbolic rewards (e.g., certificates, coins) to your counterpart for good performance.	5.80	6.26	54
Manage the release of information to local civilians.	5.74	7.78	54
Take advantage of the social hierarchy of the relevant culture.	5.46	7.31	54
Offer your counterpart something that he wants in exchange for compliance with a request (i.e., use exchange tactics as a way to influence your counterpart).	5.43	6.53	54
Let your counterpart participate in transition team activities and decisions in order to gain his compliance and commitment (i.e., use participation as an influence tactic).	5.28	6.63	53
Take advantage of the host nation's military culture.	5.24	6.62	54
Adjust how you treat an individual from the other culture, depending on his/her tribal affiliation.	5.19	7.18	53
Disclose sensitive information to a counterpart.	4.98	6.45	54
Deal with foreign coalition partners who do not understand the transition team purpose and mission.	4.48	6.59	54
Work with an unfamiliar interpreter.	4.34	4.86	53
Capitalize on the concept of "revenge" in your counterpart's culture.	2.65	5.77	54
Talk about Family in your counterpart's language.	2.37	5.16	54
Read the host nation's language.	1.87	4.85	54
Talk about tribal issues in your counterpart's language.	1.85	4.84	53
Talk about sports in your counterpart's language.	1.67	4.35	54
Talk about economic issues in your counterpart's language.	1.56	3.77	54
Work with an interpreter from the local population who has not been vetted.	1.35	3.23	54
Talk about religion in your counterpart's language.	0.94	2.59	54
Write in the host nation's language.	0.93	3.54	54
Talk about politics in your counterpart's language.	0.91	2.92	54

Table A-24*Means and Standard Deviations for F-I, Frequency, and Importance Ratings of Intelligence Advisor KSAs*

<i>Intelligence Advisor KSAs</i>	<i>F-I</i>			<i>Frequency</i>			<i>Importance</i>		
	<i>M</i>	<i>SD</i>	<i>N</i>	<i>M</i>	<i>SD</i>	<i>N</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Consideration and Respect	16.30	4.97	53	3.76	0.76	53	4.11	0.73	54
Establishing Credibility	16.06	6.87	53	3.59	1.09	53	4.27	1.00	53
Instructing CP through Interpreter	15.96	7.12	54	3.52	1.26	54	4.43	0.84	54
Role Modeling	15.51	6.33	54	3.64	1.03	54	3.94	0.98	54
Comparing One's Culture with CP Culture	14.28	6.04	53	3.40	1.05	53	3.93	0.89	53
Using an Interpreter	14.17	4.86	52	3.30	0.87	52	3.90	0.77	54
Interpreting Nonverbal Behavior	13.93	8.76	54	3.41	1.72	54	3.45	1.58	54
Identifying Training Needs	13.90	6.48	53	3.19	1.21	53	4.18	0.99	54
Interacting with US Coalition Forces	13.62	7.52	51	3.24	1.40	52	3.82	1.21	52
Assessing CP Unit Performance	13.57	6.71	52	3.11	1.28	52	4.14	1.03	53
Speaking Common Words in CP Language	13.45	8.68	54	3.28	1.78	54	3.38	1.63	53
Mentoring and Coaching	13.45	6.37	54	3.13	1.14	54	4.13	0.93	54
Sensing Manipulation	13.09	7.70	53	2.98	1.49	53	4.08	1.43	53
Building Rapport	12.76	5.04	53	3.08	0.87	53	3.80	0.79	54
Suppressing Cultural Bias	12.23	6.63	53	2.94	1.16	53	3.52	1.14	53
Understanding CP	11.90	6.07	54	2.89	1.12	54	3.55	1.02	54
Dealing with Corruption	11.90	7.79	54	2.73	1.48	54	3.86	1.26	54
Managing Perceptions About the Advisor Team	11.83	7.63	54	2.80	1.48	54	3.56	1.52	54
Knowledge of Religious Influences	11.55	6.85	54	2.78	1.30	54	3.54	1.19	54
Establishing Goals	11.03	5.25	54	2.69	1.04	54	3.64	0.93	54
Judging by CP's Standards	10.87	6.94	53	2.83	1.37	53	3.51	1.27	53
Managing CP Performance	10.67	6.01	53	2.50	1.16	53	3.79	1.03	53
Cross-Cultural Team Building	10.48	8.10	54	2.61	1.68	54	3.26	1.57	54
Communicating Legitimacy of Advisor Team Work	10.13	7.40	54	2.67	1.41	54	3.28	1.52	54
Understanding the Operating Environment	10.08	6.53	54	2.50	1.30	54	3.43	1.19	54
Tailoring Interactions to Cultural Demographics	9.92	6.31	53	2.46	1.28	54	3.03	1.36	53
Informing and Engaging Coalition Forces	9.26	6.29	53	2.20	1.27	54	3.28	1.35	53

<i>Intelligence Advisor KSAs</i>	<i>F-I</i>			<i>Frequency</i>			<i>Importance</i>		
	<i>M</i>	<i>SD</i>	<i>N</i>	<i>M</i>	<i>SD</i>	<i>N</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Using Nonverbal Behavior	9.12	8.30	54	2.40	1.75	54	2.51	1.71	54
Building Consensus	8.94	6.94	54	2.37	1.42	54	3.17	1.45	54
Managing Information	8.76	5.55	54	2.12	1.10	54	3.04	1.25	54
Managing Interpersonal Conflict	8.74	7.63	54	2.17	1.58	54	3.24	1.58	54
Managing a Training Program	8.68	7.40	53	2.30	1.58	53	3.10	1.66	52
Employing a Rapport Plan	8.51	8.32	53	2.19	1.72	53	2.91	1.71	53
Using Proactive Influence Tactics	7.96	4.96	54	2.08	1.09	54	2.86	0.96	54
Leveraging Cultural Knowledge	7.36	5.46	54	1.88	1.16	54	2.60	1.20	54
Preparing CP for Negotiations/Meetings	6.78	7.18	54	1.85	1.62	54	2.41	1.79	54
Instructing CP without Interpreter	6.02	5.99	54	1.80	1.39	54	2.63	1.65	54
Interacting with Foreign Coalition Forces	5.74	6.64	52	1.55	1.47	54	2.22	1.78	52
Working with Unfamiliar Interpreter	4.34	4.85	53	1.43	1.09	54	2.43	1.66	53
Maintaining a Conversation in CP Language	1.55	3.45	54	0.50	0.88	54	1.14	1.31	51
Reading and Writing in CP Language	1.40	3.88	54	0.44	0.94	54	1.12	1.30	54
Working with an Unvetted Interpreter	1.35	3.23	54	0.48	0.84	54	1.42	1.82	52

Note. Frequency Ratings: 5= More than once a day, 4 = Once a day, 3 = Once a week, 2 = Once a month, 1 = A few times, 0 = Did not perform. Importance Ratings: 5= Extremely important, 4 = Very important, 3 = Moderately important, 2 = Some importance, 1 = Little importance, 0 = None

Table A-25***Means and Standard Deviations for Frequency Ratings of Logistics Advisor Activities***

<i>Logistics Advisor Activities (Frequency)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Communicate through an interpreter.	4.22	0.95	90
Exhibit a strong work ethic.	4.01	1.09	90
Demonstrate a positive attitude.	4.01	0.99	90
Serve as a role model for your counterpart.	3.99	1.14	90
Be tactful toward individuals from another culture.	3.98	1.28	90
Demonstrate tolerance toward individuals from another culture.	3.98	1.29	90
Behave respectfully within the constraints of the relevant culture.	3.85	1.05	89
Actively listen to individuals from another culture.	3.84	1.25	90
Demonstrate to your counterpart that the transition team provides something of value.	3.82	1.10	89
Establish your credibility with your counterpart.	3.80	1.15	88
Instruct a counterpart with the aid of an interpreter.	3.74	1.37	89
Recognize differences between Western culture and your counterpart's culture.	3.69	1.44	89
Understand the capabilities of your interpreter.	3.66	1.51	88
Recognize differences between U.S. military culture and your counterpart's military culture.	3.59	1.44	90
Conduct a meeting through an interpreter.	3.57	1.23	88
Build a close relationship with your counterpart.	3.57	1.31	88
Interact with U.S. coalition forces (non-transition team members).	3.56	1.41	90
Communicate to your counterpart that you respect him.	3.54	1.04	90
Evaluate the trustworthiness of your interpreter.	3.45	1.54	87
Follow-up with your counterpart to ensure that work has been accomplished.	3.44	1.22	88
Read the facial expressions of individuals from your counterpart's culture.	3.43	1.70	90
Exchanging common greetings in your counterpart's language.	3.42	1.92	88
Interpret the gestures of individuals from your counterpart's culture.	3.38	1.75	90
Interpret the body language of individuals from your counterpart's culture.	3.36	1.78	90
Praise your counterpart for good performance.	3.33	1.28	88
Ask about your counterpart's Family.	3.33	1.44	89
Understand the background of your interpreter.	3.31	1.45	88
Understand your interpreter's cultural biases.	3.27	1.60	88
Spend "unstructured time" with your interpreter.	3.27	1.61	89
Mentor or provide a counterpart with advice or counsel to assist him in making a decision through a mutually developed bond of trust.	3.26	1.36	89
Stress sustainability to the counterpart.	3.26	1.39	90
Speak common words in your counterpart's language.	3.24	1.85	88

<i>Logistics Advisor Activities (Frequency)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Become comfortable with non-Western cultural norms.	3.22	1.61	90
Gain the trust of individuals from the relevant culture.	3.22	1.40	90
Understand the background of your counterpart.	3.21	1.47	90
Recognize when individuals from the other culture were trying to manipulate you.	3.15	1.56	89
Teach or instruct a counterpart in acquiring or improving a skill or ability.	3.13	1.41	90
Recognize how your counterpart's understanding of time impacts his behavior and decisions.	3.09	1.67	90
Be supportive of a counterpart's decisions and activities.	3.08	1.32	90
Capitalize on what motivates your counterpart.	3.08	1.40	90
Use gestures commonly found in the host nation's culture.	3.06	1.78	90
Adjust the way you treated individuals from the other culture, depending on their age.	3.04	1.62	89
Stress unity of effort/purpose with one's counterpart.	3.03	1.51	89
Demonstrate enthusiasm of the transition team work to your counterpart.	3.03	1.49	90
Spend "unstructured time" with your counterpart.	3.01	1.56	90
Assess the strengths and weaknesses of your counterpart's unit.	3.00	1.44	89
Coach or guide a counterpart to reach the next level of knowledge or skill.	3.00	1.52	89
Adjust the way you treated individuals from the other culture, depending on their rank.	2.98	1.70	90
Predict how your counterpart will behave.	2.98	1.56	90
Identify the training needs of your counterpart.	2.96	1.41	89
Establish short term goals for your counterpart to accomplish.	2.95	1.44	88
Judge your counterpart's actions according to his cultural standards.	2.95	1.50	88
Give your counterpart feedback for poor performance.	2.94	1.49	88
Understand how religion impacts the current operating environment.	2.93	1.53	90
Identify the training needs of your counterpart's unit.	2.93	1.43	89
Communicate organizational goals and objectives to the counterpart.	2.92	1.47	90
Become comfortable with eating the food of another culture.	2.89	1.53	90
Deal with U.S. coalition partners who do not understand the transition team purpose and mission.	2.87	1.72	89
Take advantage of the concept of honor in your counterpart's culture.	2.86	1.67	90
Demonstrate support for your counterpart (increase authority and legitimacy by deferring, promoting, remaining in the shadows as much as possible).	2.80	1.52	90
Express compassion toward individuals of a different culture.	2.79	1.70	90
Take advantage of the concept of hospitality in your counterpart's culture.	2.79	1.65	90
Assess the readiness of your counterpart's unit to perform missions.	2.79	1.47	89
Limit how your cultural bias affects your perceptions of your counterpart's behavior.	2.78	1.64	90
Influence how your counterpart perceives your transition team.	2.76	1.74	90

<i>Logistics Advisor Activities (Frequency)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Influence how your counterpart perceives you.	2.73	1.67	90
Gain commitment from the counterpart and the counterpart's team.	2.73	1.47	90
Find ways to deal with or work around corruption in the local environment.	2.72	1.75	90
Determine which information to provide and withhold from a counterpart.	2.72	1.63	90
Apply pressure tactics as a way to influence your counterpart.	2.72	1.56	89
Display the body language and posture commonly found in the host nation's culture.	2.69	1.86	90
Stress the legitimacy of the transition team work.	2.69	1.62	90
Use rational persuasion (i.e., provide logical arguments and evidence) to influence your counterpart.	2.69	1.61	90
Capitalize on your counterpart's perspective or point of view.	2.69	1.50	90
Explain to your counterpart how compliance with your request would benefit him (i.e., apply "appraising" tactics to influence your counterpart).	2.69	1.47	90
Deal with corruption in your counterpart's organization.	2.64	1.65	90
Share personal information about yourself with your interpreter.	2.63	1.61	90
Prepare an interpreter for a meeting.	2.63	1.71	89
Explain the role of the transition team to coalition forces.	2.60	1.67	90
Capitalize on the similarities between your beliefs, values, and goals and those of your counterpart.	2.59	1.52	90
Use knowledge about customs and traditions to understand the behavior of an individual from the relevant culture.	2.56	1.43	90
Apply principles of team building in a cross-cultural setting.	2.52	1.70	90
Employ a Rapport Plan (continuously plan, execute, and refine methods to increase the closeness of the relationship with your counterpart).	2.48	1.58	90
Take advantage of the role of power and authority in the relevant culture.	2.44	1.72	90
Identify sources of corruption in the local environment.	2.44	1.67	88
Understand the general theology of different religions found in your operating area.	2.44	1.63	89
Use knowledge about social influences to understand the behavior of an individual from the relevant culture.	2.41	1.44	88
Communicate the long term goals of the U.S. military to your counterpart.	2.41	1.43	88
Share your personal history or information with your counterpart.	2.38	1.63	90
Use knowledge about military influences to understand the behavior of an individual from the relevant culture.	2.37	1.47	90
Prevent personal feelings toward your counterpart from interfering with the transition team mission.	2.37	1.69	90
Understand the implications of religion for military operations.	2.35	1.82	89
Adjust the way you treated individuals from the other culture, depending on their social status.	2.32	1.67	90
Use knowledge about professional influences to understand the behavior of an individual from the relevant culture.	2.31	1.43	90

<i>Logistics Advisor Activities (Frequency)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Build a consensus with individuals from the relevant culture.	2.29	1.62	90
Capitalize on your counterpart's belief system.	2.28	1.56	90
Understand the history of different religions found in your operating area.	2.27	1.57	89
Speak to others in the host nation's language.	2.27	1.78	90
Display the facial expressions commonly used by individuals from the host nation.	2.27	1.85	90
Take advantage of how historical events are relevant to the current operating environment.	2.19	1.57	90
Prepare one's transition team for a meeting in which an interpreter would be used.	2.15	1.72	88
Use knowledge about religious influences to understand the behavior of an individual from the relevant culture.	2.13	1.47	89
Take advantage of the role of reconciliation in your counterpart's culture.	2.11	1.71	89
Manage a training program that targets individuals from another culture.	2.11	1.81	90
Identify and manage potential divisions among religious groups.	2.10	1.75	89
Become comfortable with same-sex activities (e.g., male-male hand holding, kissing during greetings).	2.10	1.87	90
Interact with foreign coalition forces.	2.07	1.85	89
Provide symbolic rewards (e.g., certificates, coins) to your counterpart for good performance.	2.05	1.63	88
Manage interpersonal conflict effectively in a cross-cultural setting.	2.04	1.60	90
Influence your counterpart to adopt a course of action by telling him that you would collaborate (e.g., indicate that you would cooperate or provide resources).	2.02	1.58	90
Stress to coalition forces that the advisor is not in command of the counterpart.	2.00	1.72	88
Use knowledge about economic influences to understand the behavior of an individual from the relevant culture.	1.97	1.45	89
Use knowledge about tribal influences to understand the behavior of an individual from the relevant culture.	1.96	1.51	90
Deal with chain of command issues with coalition forces	1.96	1.62	89
Use knowledge about educational influences to understand the behavior of an individual from the relevant culture.	1.96	1.41	89
Take advantage of the host nation's military culture.	1.94	1.58	90
Offer your counterpart a desired item or action in exchange for compliance with a request (i.e., us exchange tactics as a way to influence your counterpart).	1.89	1.54	90
Assess the impact of information on military factors.	1.88	1.52	90
Adjust the way you treated individuals from the other culture, depending on their gender.	1.81	1.78	89
Use knowledge about geography to understand the behavior of an individual from the relevant culture.	1.80	1.32	89
Use personal appeal (i.e., ask an individual to comply out of loyalty or friendship) to influence your counterpart.	1.79	1.56	90
Appeal to the emotions of your counterpart (i.e., engage in inspirational influence tactics) to influence him.	1.76	1.66	90

<i>Logistics Advisor Activities (Frequency)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Use knowledge about historical influences to understand the behavior of an individual from the relevant culture.	1.74	1.39	89
Use knowledge about criminal influences to understand the behavior of an individual from the relevant culture.	1.74	1.52	89
Restrict sensitive information provided to a counterpart.	1.73	1.79	90
Use knowledge about demographic influences (e.g., age, sex) to understand the behavior of an individual from the relevant culture.	1.71	1.41	89
Take advantage of the social hierarchy of the relevant culture.	1.69	1.62	90
Preparing your counterpart to conduct negotiations and meetings.	1.69	1.52	89
Assess the impact of information on social factors.	1.64	1.58	89
Use your legitimate authority (i.e., your position, rank, or status) to influence your counterpart.	1.64	1.63	89
Deal with foreign coalition partners who do not understand the transition team purpose and mission.	1.63	1.82	90
Let your counterpart participate in transition team activities or decisions in order to gain his compliance and commitment (i.e., use participation as an influence tactic).	1.62	1.46	89
Promote your counterpart's authority to coalition forces.	1.52	1.52	88
Instruct a counterpart without the aid of an interpreter.	1.48	1.46	90
Work with an unfamiliar interpreter.	1.43	1.10	89
Assess the impact of information on local economic factors.	1.41	1.55	90
Prepare coalition partners to conduct cross-cultural negotiations and meetings.	1.40	1.67	88
Adjust the way you treated individuals from the other culture, depending on his/her tribal affiliation.	1.34	1.74	90
Assess the impact of information on politics.	1.23	1.39	90
Talk about Family in your counterpart's language.	1.03	1.49	90
Talk about economic issues in your counterpart's language	0.86	1.33	87
Capitalize on the concept of "revenge" in your counterpart's culture.	0.82	1.25	90
Work with an interpreter from the local population who has not been vetted.	0.81	1.41	90
Read the host nation's language.	0.71	1.38	90
Talk about religion in your counterpart's language.	0.71	1.29	90
Manage the release of information to local civilians.	0.67	1.29	89
Disclose sensitive information to a counterpart.	0.65	1.21	89
Talk about tribal issues in your counterpart's language.	0.60	1.06	90
Talk about sports in your counterpart's language.	0.51	0.96	90
Talk about politics in your counterpart's language.	0.40	0.96	90
Write in the host nation's language.	0.29	0.89	90

Note. 5= More than once a day, 4 = Once a day, 3 = Once a week, 2 = Once a month, 1 = A few times, 0 = Did not perform

Table A-26***Means and Standard Deviations for Importance Ratings of Logistics Advisor Activities***

<i>Logistics Advisor Activities (Importance)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Communicate through an interpreter.	4.63	0.73	90
Establish your credibility with your counterpart.	4.50	0.93	90
Evaluate the trustworthiness of your interpreter.	4.50	0.85	90
Instruct a counterpart with the aid of an interpreter.	4.42	1.03	89
Demonstrate to your counterpart that the transition team provides something of value.	4.38	1.03	90
Behave respectfully within the constraints of the relevant culture.	4.34	0.99	89
Understand the capabilities of your interpreter.	4.34	1.19	89
Be tactful toward individuals from another culture.	4.33	1.08	90
Conduct a meeting through an interpreter.	4.32	1.12	90
Demonstrate a positive attitude.	4.31	1.05	90
Build a close relationship with your counterpart.	4.30	1.13	90
Follow-up with your counterpart to ensure that work has been accomplished.	4.28	1.02	88
Demonstrate tolerance toward individuals from another culture.	4.28	1.13	90
Praise your counterpart for good performance.	4.25	1.14	88
Recognize when individuals from the other culture were trying to manipulate you.	4.25	1.20	89
Communicate to your counterpart that you respect him.	4.24	0.95	90
Understand your interpreter's cultural biases.	4.24	1.15	88
Serve as a role model for your counterpart.	4.21	1.30	90
Exhibit a strong work ethic.	4.21	1.22	90
Understand the background of your interpreter.	4.21	1.13	90
Recognize differences between Western culture and your counterpart's culture.	4.18	1.20	90
Actively listen to individuals from another culture.	4.11	1.12	90
Mentor or provide a counterpart with advice or counsel to assist him in making a decision through a mutually developed bond of trust.	4.10	1.14	90
Interact with U.S. coalition forces (non-transition team members).	4.08	1.17	90
Identify the training needs of your counterpart's unit.	4.04	1.36	89
Be supportive of a counterpart's decisions and activities.	4.04	1.24	90
Recognize differences between U.S. military culture and your counterpart's military culture.	4.03	1.28	90
Identify the training needs of your counterpart.	4.02	1.32	89
Gain the trust of individuals from the relevant culture.	4.00	1.28	90
Find ways to deal with or work around corruption in the local environment.	3.99	1.36	90
Coach or guide a counterpart to reach the next level of knowledge or skill.	3.99	1.21	90
Teach or instruct a counterpart in acquiring or improving a skill or ability.	3.99	1.17	90
Ask about your counterpart's Family.	3.98	1.27	89

<i>Logistics Advisor Activities (Importance)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Deal with corruption in your counterpart's organization.	3.97	1.36	90
Assess the strengths and weaknesses of your counterpart's unit.	3.97	1.36	89
Give your counterpart feedback for poor performance.	3.97	1.33	88
Establish short term goals for your counterpart to accomplish.	3.97	1.21	88
Stress sustainability to the counterpart.	3.96	1.31	89
Understand the background of your counterpart.	3.89	1.37	90
Capitalize on what motivates your counterpart.	3.84	1.32	89
Stress unity of effort/purpose with one's counterpart.	3.79	1.46	90
Apply pressure tactics as a way to influence your counterpart.	3.79	1.43	90
Limit how your cultural bias affects your perceptions of your counterpart's behavior.	3.75	1.39	89
Assess the readiness of your counterpart's unit to perform missions.	3.74	1.52	89
Demonstrate enthusiasm of the transition team work to your counterpart.	3.73	1.33	89
Spend "unstructured time" with your counterpart.	3.71	1.49	90
Become comfortable with non-Western cultural norms.	3.71	1.49	90
Communicate organizational goals and objectives to the counterpart.	3.70	1.38	90
Communicate the long term goals of the U.S. military to your counterpart.	3.68	1.52	88
Interpret the body language of individuals from your counterpart's culture.	3.68	1.65	90
Read the facial expressions of individuals from your counterpart's culture.	3.66	1.60	90
Deal with U.S. coalition partners who do not understand the transition team purpose and mission.	3.66	1.59	90
Recognize how your counterpart's understanding of time impacts his behavior and decisions.	3.64	1.41	90
Predict how your counterpart will behave.	3.63	1.43	90
Interpret the gestures of individuals from your counterpart's culture.	3.62	1.59	90
Determine which information to provide and withhold from a counterpart.	3.62	1.61	89
Provide symbolic rewards (e.g., certificates, coins) to your counterpart for good performance.	3.61	1.54	88
Demonstrate support for your counterpart (increase authority and legitimacy by deferring, promoting, remaining in the shadows as much as possible).	3.60	1.42	88
Understand how religion impacts the current operating environment.	3.60	1.45	90
Prevent personal feelings toward your counterpart from interfering with the transition team mission.	3.59	1.49	90
Spend "unstructured time" with your interpreter.	3.58	1.48	88
Exchanging common greetings in your counterpart's language.	3.57	1.80	88
Gain commitment from the counterpart and the counterpart's team.	3.56	1.49	90
Explain the role of the transition team to coalition forces.	3.54	1.74	90
Explain to your counterpart how compliance with your request would benefit him (i.e., apply "appraising" tactics to influence your counterpart).	3.54	1.46	89

<i>Logistics Advisor Activities (Importance)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Stress the legitimacy of the transition team work.	3.53	1.56	89
Identify sources of corruption in the local environment.	3.53	1.69	89
Apply principles of team building in a cross-cultural setting.	3.51	1.57	89
Adjust the way you treated individuals from the other culture, depending on their rank.	3.50	1.72	90
Judge your counterpart's actions according to his cultural standards.	3.49	1.38	87
Become comfortable with eating the food of another culture.	3.48	1.41	90
Speak common words in your counterpart's language.	3.45	1.68	88
Prepare an interpreter for a meeting.	3.43	1.70	89
Use rational persuasion (i.e., provide logical arguments and evidence) to influence your counterpart.	3.42	1.57	90
Use knowledge about customs and traditions to understand the behavior of an individual from the relevant culture.	3.42	1.31	88
Use gestures commonly found in the host nation's culture.	3.39	1.69	90
Capitalize on your counterpart's perspective or point of view.	3.39	1.44	90
Take advantage of the concept of honor in your counterpart's culture.	3.37	1.59	90
Use knowledge about social influences to understand the behavior of an individual from the relevant culture.	3.36	1.32	89
Use knowledge about professional influences to understand the behavior of an individual from the relevant culture.	3.35	1.45	89
Adjust the way you treated individuals from the other culture, depending on their age.	3.35	1.77	89
Take advantage of the concept of hospitality in your counterpart's culture.	3.32	1.63	90
Influence how your counterpart perceives your transition team.	3.31	1.73	90
Capitalize on the similarities between your beliefs, values, and goals and those of your counterpart.	3.30	1.45	89
Express compassion toward individuals of a different culture.	3.30	1.60	90
Use knowledge about military influences to understand the behavior of an individual from the relevant culture.	3.26	1.37	89
Influence how your counterpart perceives you.	3.23	1.60	90
Prepare one's transition team for a meeting in which an interpreter would be used.	3.23	1.79	88
Employ a Rapport Plan (continuously plan, execute, and refine methods to increase the closeness of the relationship with your counterpart).	3.22	1.54	90
Stress to coalition forces that the advisor is not in command of the counterpart.	3.20	1.90	88
Share personal information about yourself with your interpreter.	3.18	1.57	90
Understand the implications of religion for military operations.	3.18	1.79	90
Speak to others in the host nation's language.	3.13	1.62	90
Share your personal history or information with your counterpart.	3.11	1.63	90
Build a consensus with individuals from the relevant culture.	3.09	1.71	90
Display the body language and posture commonly found in the host nation's culture.	3.08	1.67	90

<i>Logistics Advisor Activities (Importance)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Restrict sensitive information provided to a counterpart.	3.08	2.08	90
Understand the general theology of different religions found in your operating area.	3.07	1.69	90
Capitalize on your counterpart's belief system.	3.03	1.62	90
Take advantage of the role of power and authority in the relevant culture.	3.02	1.81	90
Influence your counterpart to adopt a course of action by telling him that you would collaborate (e.g., indicate that you would cooperate or provide resources).	3.01	1.72	89
Manage a training program that targets individuals from another culture.	3.01	1.90	89
Take advantage of how historical events are relevant to the current operating environment.	2.99	1.61	90
Adjust the way you treated individuals from the other culture, depending on their social status.	2.99	1.80	89
Assess the impact of information on military factors.	2.99	1.76	89
Use knowledge about educational influences to understand the behavior of an individual from the relevant culture.	2.98	1.51	89
Use knowledge about religious influences to understand the behavior of an individual from the relevant culture.	2.97	1.50	89
Use knowledge about economic influences to understand the behavior of an individual from the relevant culture.	2.96	1.61	89
Use knowledge about tribal influences to understand the behavior of an individual from the relevant culture.	2.93	1.64	89
Deal with chain of command issues with coalition forces	2.92	1.88	89
Manage interpersonal conflict effectively in a cross-cultural setting.	2.90	1.70	90
Understand the history of different religions found in your operating area.	2.90	1.74	90
Use knowledge about geography to understand the behavior of an individual from the relevant culture.	2.89	1.51	89
Work with an unfamiliar interpreter.	2.88	1.51	89
Identify and manage potential divisions among religious groups.	2.84	1.75	89
Offer your counterpart a desired item or action in exchange for compliance with a request (i.e., us exchange tactics as a way to influence your counterpart).	2.82	1.69	90
Adjust the way you treated individuals from the other culture, depending on their gender.	2.82	2.06	89
Promote your counterpart's authority to coalition forces.	2.81	1.85	89
Interact with foreign coalition forces.	2.78	1.85	90
Take advantage of the role of reconciliation in your counterpart's culture.	2.77	1.77	88
Use knowledge about historical influences to understand the behavior of an individual from the relevant culture.	2.77	1.62	88
Use knowledge about criminal influences to understand the behavior of an individual from the relevant culture.	2.74	1.76	89
Instruct a counterpart without the aid of an interpreter.	2.69	1.75	90
Preparing your counterpart to conduct negotiations and meetings.	2.69	1.76	89

<i>Logistics Advisor Activities (Importance)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Use personal appeal (i.e., ask an individual to comply out of loyalty or friendship) to influence your counterpart.	2.68	1.71	90
Take advantage of the host nation's military culture.	2.64	1.73	90
Display the facial expressions commonly used by individuals from the host nation.	2.63	1.80	90
Use your legitimate authority (i.e., your position, rank, or status) to influence your counterpart.	2.63	1.79	89
Let your counterpart participate in transition team activities or decisions in order to gain his compliance and commitment (i.e., use participation as an influence tactic).	2.57	1.70	89
Become comfortable with same-sex activities (e.g., male-male hand holding, kissing during greetings).	2.57	1.86	90
Appeal to the emotions of your counterpart (i.e., engage in inspirational influence tactics) to influence him.	2.56	1.82	90
Use knowledge about demographic influences (e.g., age, sex) to understand the behavior of an individual from the relevant culture.	2.53	1.62	89
Take advantage of the social hierarchy of the relevant culture.	2.52	1.87	89
Deal with foreign coalition partners who do not understand the transition team purpose and mission.	2.48	1.98	90
Prepare coalition partners to conduct cross-cultural negotiations and meetings.	2.47	1.98	88
Assess the impact of information on social factors.	2.43	1.87	88
Assess the impact of information on local economic factors.	2.24	1.89	89
Disclose sensitive information to a counterpart.	2.16	2.08	90
Assess the impact of information on politics.	2.12	1.89	89
Adjust the way you treated individuals from the other culture, depending on his/her tribal affiliation.	2.06	1.95	90
Manage the release of information to local civilians.	1.97	1.96	86
Work with an interpreter from the local population who has not been vetted.	1.82	2.03	89
Talk about Family in your counterpart's language.	1.72	1.91	89
Capitalize on the concept of "revenge" in your counterpart's culture.	1.54	1.65	90
Talk about economic issues in your counterpart's language	1.51	1.82	86
Read the host nation's language.	1.48	1.74	90
Talk about tribal issues in your counterpart's language.	1.41	1.85	88
Talk about religion in your counterpart's language.	1.23	1.62	88
Talk about sports in your counterpart's language.	1.14	1.53	90
Write in the host nation's language.	1.00	1.57	90
Talk about politics in your counterpart's language.	0.98	1.48	90

Note. 5= Extremely important, 4 = Very important, 3 = Moderately important, 2 = Some importance, 1 = Little importance, 0 = None

Table A-27**Means and Standard Deviations for F-I Ratings of Logistics Advisor Activities**

<i>Logistics Advisor Activities (F-I Composite)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Communicate through an interpreter.	19.76	5.87	90
Be tactful toward individuals from another culture.	18.01	7.48	90
Demonstrate tolerance toward individuals from another culture.	17.84	7.49	90
Demonstrate a positive attitude.	17.64	6.58	90
Exhibit a strong work ethic.	17.44	7.25	90
Instruct a counterpart with the aid of an interpreter.	17.40	7.66	89
Serve as a role model for your counterpart.	17.36	7.39	90
Establish your credibility with your counterpart.	17.27	6.71	88
Demonstrate to your counterpart that the transition team provides something of value.	17.16	6.59	89
Behave respectfully within the constraints of the relevant culture.	17.13	6.63	89
Understand the capabilities of your interpreter.	16.91	8.15	88
Actively listen to individuals from another culture.	16.53	7.26	90
Conduct a meeting through an interpreter.	16.33	6.83	88
Recognize differences between Western culture and your counterpart's culture.	16.31	7.69	89
Build a close relationship with your counterpart.	16.14	7.12	88
Evaluate the trustworthiness of your interpreter.	16.08	8.17	87
Recognize differences between U.S. military culture and your counterpart's military culture.	15.56	7.73	90
Follow-up with your counterpart to ensure that work has been accomplished.	15.47	6.80	88
Communicate to your counterpart that you respect him.	15.37	6.17	90
Interact with U.S. coalition forces (non-transition team members).	15.20	7.58	90
Understand your interpreter's cultural biases.	14.78	8.37	87
Praise your counterpart for good performance.	14.75	7.00	88
Exchange common greetings in your counterpart's language.	14.68	10.05	88
Understand the background of your interpreter.	14.68	7.91	88
Read the facial expressions of individuals from your counterpart's culture.	14.54	9.35	90
Interpret the body language of individuals from your counterpart's culture.	14.53	9.22	90
Recognize when individuals from the other culture were trying to manipulate you.	14.53	8.43	89
Ask about your counterpart's Family.	14.35	7.96	89
Interpret the gestures of individuals from your counterpart's culture.	14.32	9.14	90
Mentor or provide a counterpart with advice or counsel to assist him in making a decision through a mutually developed bond of trust.	14.25	7.60	89
Gain the trust of individuals from the relevant culture.	13.90	7.74	90
Stress sustainability to the counterpart.	13.78	7.76	89

<i>Logistics Advisor Activities (F-I Composite)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Understand the background of your counterpart.	13.62	7.87	90
Become comfortable with non-Western cultural norms.	13.60	8.77	90
Speak common words in your counterpart's language.	13.52	9.60	88
Be supportive of a counterpart's decisions and activities.	13.27	7.34	90
Teach or instruct a counterpart in acquiring or improving a skill or ability.	13.19	7.67	90
Capitalize on what motivates your counterpart.	13.17	7.40	89
Assess the strengths and weaknesses of your counterpart's unit.	13.12	7.59	89
Recognize how your counterpart's understanding of time impacts his behavior and decisions.	13.04	8.83	90
Identify the training needs of your counterpart.	12.99	7.39	89
Stress unity of effort/purpose with one's counterpart.	12.99	8.30	89
Identify the training needs of your counterpart's unit.	12.97	7.62	89
Coach or guide a counterpart to reach the next level of knowledge or skill.	12.94	8.03	89
Spend "unstructured time" with your interpreter.	12.89	7.95	88
Establish short term goals for your counterpart to accomplish.	12.69	7.49	88
Adjust the way you treated individuals from the other culture, depending on their rank.	12.60	8.76	90
Use gestures commonly found in the host nation's culture.	12.60	9.59	90
Spend "unstructured time" with your counterpart.	12.58	8.09	90
Give your counterpart feedback for poor performance.	12.57	7.89	88
Demonstrate enthusiasm of the transition team work to your counterpart.	12.54	7.91	90
Adjust the way you treated individuals from the other culture, depending on their age.	12.40	8.41	89
Predict how your counterpart will behave.	12.30	8.22	90
Deal with U.S. coalition partners who do not understand the transition team purpose and mission.	12.19	8.98	89
Communicate organizational goals and objectives to the counterpart.	12.04	7.85	90
Find ways to deal with or work around corruption in the local environment.	12.02	8.78	90
Judge your counterpart's actions according to his cultural standards.	11.84	7.67	87
Apply pressure tactics as a way to influence your counterpart.	11.79	8.04	89
Understand how religion impacts the current operating environment.	11.77	7.69	90
Assess the readiness of your counterpart's unit to perform missions.	11.74	7.37	89
Influence how your counterpart perceives your transition team.	11.72	8.87	90
Determine which information to provide and withhold from a counterpart.	11.67	8.43	90
Limit how your cultural bias affects your perceptions of your counterpart's behavior.	11.63	8.22	89
Deal with corruption in your counterpart's organization.	11.56	8.29	90
Demonstrate support for your counterpart (increase authority and legitimacy by deferring, promoting, remaining in the shadows as much as possible).	11.55	8.02	88
Become comfortable with eating the food of another culture.	11.50	7.99	90

<i>Logistics Advisor Activities (F-I Composite)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Take advantage of the concept of honor in your counterpart's culture.	11.42	8.57	90
Take advantage of the concept of hospitality in your counterpart's culture.	11.32	8.40	90
Prepare an interpreter for a meeting.	11.21	8.65	89
Explain the role of the transition team to coalition forces.	11.21	8.70	90
Gain commitment from the counterpart and the counterpart's team.	11.16	7.59	90
Stress the legitimacy of the transition team work.	11.14	8.60	90
Express compassion toward individuals of a different culture.	10.94	8.48	90
Influence how your counterpart perceives you.	10.92	8.28	90
Explain to your counterpart how compliance with your request would benefit him (i.e., apply "apprising" tactics to influence your counterpart).	10.89	7.42	90
Capitalize on your counterpart's perspective or point of view.	10.72	7.54	90
Display the body language and posture commonly found in the host nation's culture.	10.63	9.33	90
Apply principles of team building in a cross-cultural setting.	10.63	8.73	89
Use rational persuasion (i.e., provide logical arguments and evidence) to influence your counterpart.	10.61	7.97	90
Communicate the long term goals of the U.S. military to your counterpart.	10.28	7.33	88
Identify sources of corruption in the local environment.	10.22	7.97	88
Capitalize on the similarities between your beliefs, values, and goals and those of your counterpart.	10.03	7.68	89
Take advantage of the role of power and authority in the relevant culture.	9.93	8.36	90
Use knowledge about customs and traditions to understand the behavior of an individual from the relevant culture.	9.83	7.13	89
Prevent personal feelings toward your counterpart from interfering with the transition team mission.	9.82	8.30	90
Share personal information about yourself with your interpreter.	9.82	8.35	90
Understand the implications of religion for military operations.	9.65	8.75	89
Employ a Rapport Plan (continuously plan, execute, and refine methods to increase the closeness of the relationship with your counterpart).	9.51	7.68	90
Understand the general theology of different religions found in your operating area.	9.51	7.94	89
Adjust the way you treated individuals from the other culture, depending on their social status.	9.22	8.12	89
Use knowledge about social influences to understand the behavior of an individual from the relevant culture.	9.15	6.81	88
Share your personal history or information with your counterpart.	9.12	7.98	90
Use knowledge about professional influences to understand the behavior of an individual from the relevant culture.	9.10	7.04	90
Use knowledge about military influences to understand the behavior of an individual from the relevant culture.	9.00	6.72	90
Build a consensus with individuals from the relevant culture.	8.99	7.76	90

<i>Logistics Advisor Activities (F-I Composite)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Speak to others in the host nation's language.	8.88	8.50	90
Capitalize on your counterpart's belief system.	8.82	7.62	90
Prepare one's transition team for a meeting in which an interpreter would be used.	8.73	8.16	88
Display the facial expressions commonly used by individuals from the host nation.	8.64	9.04	90
Provide symbolic rewards (e.g., certificates, coins) to your counterpart for good performance.	8.63	7.86	88
Manage a training program that targets individuals from another culture.	8.61	8.99	90
Understand the history of different religions found in your operating area.	8.54	7.56	89
Take advantage of how historical events relate to the current operating environment.	8.38	7.41	90
Stress to coalition forces that the advisor is not in command of the counterpart.	8.32	8.02	88
Identify and manage potential divisions among religious groups.	8.11	8.06	89
Interact with foreign coalition forces.	8.09	8.70	89
Take advantage of the role of reconciliation in your counterpart's culture.	7.98	8.27	88
Influence your counterpart to adopt a course of action by telling him that you would collaborate (e.g., indicate that you would cooperate or provide resources).	7.94	7.28	89
Deal with chain of command issues with coalition forces.	7.90	7.79	89
Become comfortable with same-sex activities (e.g., male-male hand holding, kissing during greetings).	7.83	8.89	90
Manage interpersonal conflict effectively in a cross-cultural setting.	7.74	7.36	90
Use knowledge about religious influences to understand the behavior of an individual from the relevant culture.	7.70	6.31	89
Adjust the way you treated individuals from the other culture, depending on their gender.	7.53	8.29	89
Restrict sensitive information provided to a counterpart.	7.50	8.67	90
Use knowledge about tribal influences to understand the behavior of an individual from the relevant culture.	7.38	7.24	90
Assess the impact of information on military factors.	7.36	7.15	90
Use knowledge about economic influences to understand the behavior of an individual from the relevant culture.	7.26	6.71	89
Take advantage of the host nation's military culture.	7.21	7.10	90
Offer your counterpart something that he wants in exchange for compliance with a request (i.e., use exchange tactics as a way to influence your counterpart).	7.17	7.64	90
Use knowledge about educational influences to understand the behavior of an individual from the relevant culture.	6.97	6.31	89
Use personal appeal (i.e., ask an individual to comply out of loyalty or friendship) to influence your counterpart.	6.74	7.10	90
Appeal to the emotions of your counterpart (i.e., engage in inspirational influence tactics) to influence him.	6.69	7.57	90
Deal with foreign coalition partners who do not understand the transition team purpose and mission.	6.66	8.56	90

<i>Logistics Advisor Activities (F-I Composite)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Take advantage of the social hierarchy of the relevant culture.	6.53	7.45	89
Use knowledge about criminal influences to understand the behavior of an individual from the relevant culture.	6.45	6.56	89
Use your legitimate authority (i.e., your position, rank, or status) to influence your counterpart.	6.33	7.50	88
Prepare your counterpart to conduct negotiations and meetings.	6.33	6.69	89
Use knowledge about geography to understand the behavior of an individual from the relevant culture.	6.16	5.50	89
Assess the impact of information on social factors.	6.02	7.25	89
Let your counterpart participate in transition team activities and decisions in order to gain his compliance and commitment (i.e., use participation as an influence tactic).	6.02	6.53	89
Use knowledge about historical influences to understand the behavior of an individual from the relevant culture.	5.93	5.85	88
Promote your counterpart's authority to coalition forces.	5.86	6.65	88
Use knowledge about demographic influences (e.g., age, sex) to understand the behavior of an individual from the relevant culture.	5.71	5.59	89
Instruct a counterpart without the aid of an interpreter.	5.33	6.34	90
Adjust how you treat an individual from the other culture, depending on his/her tribal affiliation.	5.31	7.84	90
Prepare coalition partners to conduct cross-cultural negotiations and meetings.	5.23	6.96	88
Assess the impact of information on local economic factors.	5.08	6.86	90
Assess the impact of information on politics.	4.27	6.01	90
Work with an unfamiliar interpreter.	4.16	3.84	89
Talk about Family in your counterpart's language.	3.62	6.35	90
Talk about economic issues in your counterpart's language.	2.87	5.06	87
Work with an interpreter from the local population who has not been vetted.	2.61	5.64	90
Manage the release of information to local civilians.	2.40	5.38	89
Capitalize on the concept of "revenge" in your counterpart's culture.	2.40	4.15	90
Disclose sensitive information to a counterpart.	2.37	4.93	90
Talk about tribal issues in your counterpart's language.	2.08	4.14	90
Read the host nation's language.	2.07	5.28	90
Talk about religion in your counterpart's language.	2.03	4.49	90
Talk about sports in your counterpart's language.	1.34	3.34	90
Talk about politics in your counterpart's language.	0.96	2.78	90
Write in the host nation's language.	0.74	3.16	90

Table A-28*Means and Standard Deviations for F-I, Frequency, and Importance Ratings of Logistics Advisor KSAs*

<i>Logistics Advisor KSAs</i>	<u>F-I</u>			<u>Frequency</u>			<u>Importance</u>		
	<i>M</i>	<i>SD</i>	<i>N</i>	<i>M</i>	<i>SD</i>	<i>N</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Instructing CP through Interpreter	17.40	7.66	89	3.74	1.37	89	4.42	1.03	89
Establishing Credibility	17.23	6.24	88	3.81	1.03	88	4.44	0.93	90
Role Modeling	16.25	5.95	90	3.76	0.95	90	4.12	0.99	89
Consideration and Respect	15.97	5.34	90	3.66	0.94	90	4.10	0.84	90
Sensing Manipulation	14.53	8.43	89	3.15	1.56	89	4.25	1.20	89
Interpreting Nonverbal Behavior	14.47	8.71	90	3.39	1.64	90	3.65	1.50	90
Using an Interpreter	14.10	5.14	88	3.21	0.97	88	3.98	0.86	89
Speaking Common Words in CP Language	14.10	9.28	88	3.33	1.76	88	3.51	1.61	88
Comparing One's Culture with CP Culture	13.98	6.36	88	3.28	1.21	90	3.84	1.09	90
Interacting with US Coalition Forces	13.73	7.24	89	3.21	1.39	89	3.87	1.21	90
Mentoring and Coaching	13.46	7.36	89	3.13	1.33	89	4.03	1.12	90
Building Rapport	13.20	5.31	90	3.09	0.97	90	3.86	0.92	90
Identifying Training Needs	12.98	7.45	89	2.94	1.40	89	4.03	1.33	89
Managing CP Performance	12.85	6.08	88	2.94	1.17	88	4.03	1.02	88
Assessing CP Unit Performance	12.43	7.03	89	2.89	1.38	89	3.85	1.37	89
Establishing Goals	12.42	6.31	88	2.92	1.19	88	3.83	1.06	88
Understanding CP	11.94	6.05	90	2.89	1.19	90	3.57	1.08	90
Judging by CP's Standards	11.84	7.67	87	2.95	1.50	88	3.49	1.38	87
Dealing with Corruption	11.33	7.18	88	2.61	1.46	88	3.83	1.24	89
Managing Perceptions About the Advisor Team	11.32	8.16	90	2.74	1.61	90	3.27	1.60	90
Communicating Legitimacy of Advisor Team Work	11.14	8.60	90	2.69	1.62	90	3.53	1.56	89
Suppressing Cultural Bias	10.87	5.88	90	2.67	1.15	90	3.42	1.07	90
Using Nonverbal Behavior	10.63	8.52	90	2.67	1.67	90	3.03	1.58	90
Cross-Cultural Team Building	10.63	8.73	89	2.52	1.70	90	3.51	1.58	89
Knowledge of Religious Influences	9.61	6.84	89	2.43	1.41	89	3.12	1.44	90
Employing a Rapport Plan	9.51	7.68	90	2.48	1.58	90	3.22	1.54	90
Tailoring Interactions to Cultural Demographics	9.40	6.37	90	2.30	1.30	90	2.94	1.46	90

<i>Logistics Advisor KSAs</i>	<u>F-I</u>			<u>Frequency</u>			<u>Importance</u>		
	<i>M</i>	<i>SD</i>	<i>N</i>	<i>M</i>	<i>SD</i>	<i>N</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Building Consensus	8.99	7.76	90	2.29	1.62	90	3.09	1.71	90
Using Proactive Influence Tactics	8.81	4.80	90	2.22	1.02	90	3.10	1.04	90
Managing a Training Program	8.61	8.99	90	2.11	1.81	90	3.01	1.90	89
Leveraging Cultural Knowledge	8.14	5.22	89	2.11	1.12	90	2.77	1.20	89
Managing Interpersonal Conflict	7.74	7.36	90	2.04	1.60	90	2.90	1.70	90
Informing and Engaging Coalition Forces	7.70	5.39	88	1.90	1.20	88	2.99	1.44	88
Understanding the Operating Environment	7.58	5.04	89	2.06	1.14	89	3.01	1.17	88
Interacting with Foreign Coalition Forces	7.39	7.94	89	1.85	1.65	89	2.63	1.78	90
Preparing CP for Negotiations/Meetings	6.33	6.69	89	1.69	1.52	89	2.69	1.76	89
Managing Information	5.83	4.68	90	1.50	1.05	89	2.57	1.40	89
Instructing CP without Interpreter	5.33	6.34	90	1.48	1.46	90	2.69	1.75	90
Working with Unfamiliar Interpreter	4.16	3.84	89	1.43	1.10	89	2.88	1.51	89
Working with an Unvetted Interpreter	2.61	5.64	90	0.81	1.41	90	1.82	2.03	89
Maintaining a Conversation in CP Language	2.14	3.36	90	0.68	0.93	90	1.33	1.49	88
Reading and Writing in CP Language	1.41	3.78	90	0.50	1.02	90	1.24	1.54	90

Note. Frequency Ratings: 5= More than once a day, 4 = Once a day, 3 = Once a week, 2 = Once a month, 1 = A few times, 0 = Did not perform. Importance Ratings: 5= Extremely important, 4 = Very important, 3 = Moderately important, 2 = Some importance, 1 = Little importance, 0 = None

Table A-29***Means and Standard Deviations for Frequency Ratings of Maintenance Advisor Activities***

<i>Maintenance Advisor Activities (Frequency)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Communicate through an interpreter.	4.26	1.16	27
Exhibit a strong work ethic.	4.00	1.31	28
Demonstrate tolerance toward individuals from another culture.	3.96	1.43	28
Demonstrate a positive attitude.	3.79	1.45	28
Serve as a role model for your counterpart.	3.61	1.55	28
Behave respectfully within the constraints of the relevant culture.	3.57	1.40	28
Be tactful toward individuals from another culture.	3.54	1.48	28
Gain the trust of individuals from the relevant culture.	3.43	1.45	28
Actively listen to individuals from another culture.	3.43	1.48	28
Conduct a meeting through an interpreter.	3.38	1.77	26
Exchanging common greetings in your counterpart's language.	3.37	1.86	27
Demonstrate to your counterpart that the transition team provides something of value.	3.36	1.50	28
Communicate to your counterpart that you respect him.	3.32	1.54	28
Establish your credibility with your counterpart.	3.32	1.54	28
Praise your counterpart for good performance.	3.30	1.61	27
Adjust the way you treated individuals from the other culture, depending on their age.	3.25	1.65	28
Ask about your counterpart's Family.	3.22	1.53	27
Recognize differences between Western culture and your counterpart's culture.	3.21	1.79	28
Evaluate the trustworthiness of your interpreter.	3.15	1.88	27
Interpret the body language of individuals from your counterpart's culture.	3.14	1.88	28
Stress unity of effort/purpose with one's counterpart.	3.14	1.69	28
Instruct a counterpart with the aid of an interpreter.	3.14	1.74	28
Interact with U.S. coalition forces (non-transition team members).	3.14	1.58	28
Read the facial expressions of individuals from your counterpart's culture.	3.14	1.98	28
Follow-up with your counterpart to ensure that work has been accomplished.	3.11	1.65	27
Teach or instruct a counterpart in acquiring or improving a skill or ability.	3.07	1.56	28
Recognize differences between U.S. military culture and your counterpart's military culture.	3.07	1.74	28
Understand your interpreter's cultural biases.	3.04	1.93	27
Understand the background of your interpreter.	3.04	1.83	27
Mentor or provide a counterpart with advice or counsel to assist him in making a decision through a mutually developed bond of trust.	3.00	1.61	28
Coach or guide a counterpart to reach the next level of knowledge or skill.	3.00	1.68	28
Be supportive of a counterpart's decisions and activities.	3.00	1.54	28
Adjust the way you treated individuals from the other culture, depending on their rank.	2.96	1.55	28

<i>Maintenance Advisor Activities (Frequency)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Apply pressure tactics as a way to influence your counterpart.	2.96	1.67	28
Spend "unstructured time" with your interpreter.	2.93	1.72	28
Interpret the gestures of individuals from your counterpart's culture.	2.93	1.88	28
Capitalize on what motivates your counterpart.	2.93	1.56	28
Give your counterpart feedback for poor performance.	2.93	1.66	27
Understand the capabilities of your interpreter.	2.93	1.90	27
Deal with corruption in your counterpart's organization.	2.89	1.87	28
Communicate organizational goals and objectives to the counterpart.	2.89	1.55	28
Use gestures commonly found in the host nation's culture.	2.89	1.83	28
Assess the strengths and weaknesses of your counterpart's unit.	2.89	1.71	28
Use knowledge about customs and traditions to understand the behavior of an individual from the relevant culture.	2.89	1.50	28
Influence how your counterpart perceives your transition team.	2.89	1.75	28
Speak common words in your counterpart's language.	2.89	1.93	28
Identify the training needs of your counterpart.	2.86	1.78	28
Identify the training needs of your counterpart's unit.	2.82	1.93	28
Gain commitment from the counterpart and the counterpart's team.	2.82	1.39	28
Stress the legitimacy of the transition team work.	2.82	1.68	28
Understand the background of your counterpart.	2.82	1.74	28
Find ways to deal with or work around corruption in the local environment.	2.82	1.81	28
Deal with U.S. coalition partners who do not understand the transition team purpose and mission.	2.79	1.71	28
Influence how your counterpart perceives you.	2.79	1.66	28
Demonstrate enthusiasm of the transition team work to your counterpart.	2.79	1.64	28
Establish short term goals for your counterpart to accomplish.	2.78	1.60	27
Take advantage of the concept of honor in your counterpart's culture.	2.75	1.88	28
Become comfortable with non-Western cultural norms.	2.75	1.71	28
Communicate the long term goals of the U.S. military to your counterpart.	2.74	1.61	27
Express compassion toward individuals of a different culture.	2.74	1.63	27
Build a close relationship with your counterpart.	2.71	1.94	28
Explain the role of the transition team to coalition forces.	2.71	1.67	28
Recognize when individuals from the other culture were trying to manipulate you.	2.71	1.80	28
Apply principles of team building in a cross-cultural setting.	2.68	1.54	28
Recognize how your counterpart's understanding of time impacts his behavior and decisions.	2.68	1.76	28
Prevent personal feelings toward your counterpart from interfering with the transition team mission.	2.64	1.77	28

<i>Maintenance Advisor Activities (Frequency)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Predict how your counterpart will behave.	2.61	1.75	28
Become comfortable with eating the food of another culture.	2.61	1.73	28
Use knowledge about professional influences to understand the behavior of an individual from the relevant culture.	2.57	1.60	28
Spend "unstructured time" with your counterpart.	2.57	1.87	28
Stress sustainability to the counterpart.	2.54	1.73	28
Provide symbolic rewards (e.g., certificates, coins) to your counterpart for good performance.	2.48	1.55	27
Understand how religion impacts the current operating environment.	2.46	1.60	28
Capitalize on your counterpart's perspective or point of view.	2.46	1.57	28
Employ a Rapport Plan (continuously plan, execute, and refine methods to increase the closeness of the relationship with your counterpart).	2.46	1.57	28
Demonstrate support for your counterpart (increase authority and legitimacy by deferring, promoting, remaining in the shadows as much as possible).	2.46	1.67	28
Manage interpersonal conflict effectively in a cross-cultural setting.	2.43	1.67	28
Use rational persuasion (i.e., provide logical arguments and evidence) to influence your counterpart.	2.43	1.93	28
Use knowledge about social influences to understand the behavior of an individual from the relevant culture.	2.43	1.62	28
Capitalize on the similarities between your beliefs, values, and goals and those of your counterpart.	2.39	1.77	28
Build a consensus with individuals from the relevant culture.	2.39	1.75	28
Identify sources of corruption in the local environment.	2.39	1.95	28
Explain to your counterpart how compliance with your request would benefit him (i.e., apply "apprising" tactics to influence your counterpart).	2.39	1.69	28
Understand the history of different religions found in your operating area.	2.36	1.64	28
Use knowledge about economic influences to understand the behavior of an individual from the relevant culture.	2.36	1.50	28
Understand the general theology of different religions found in your operating area.	2.33	1.59	27
Determine which information to provide and withhold from a counterpart.	2.32	1.72	28
Use knowledge about religious influences to understand the behavior of an individual from the relevant culture.	2.32	1.44	28
Manage a training program that targets individuals from another culture.	2.32	1.74	28
Prepare an interpreter for a meeting.	2.30	2.07	27
Assess the readiness of your counterpart's unit to perform missions.	2.29	1.65	28
Judge your counterpart's actions according to his cultural standards.	2.26	1.95	27
Use knowledge about military influences to understand the behavior of an individual from the relevant culture.	2.25	1.53	28
Use knowledge about tribal influences to understand the behavior of an individual from the relevant culture.	2.25	1.60	28

<i>Maintenance Advisor Activities (Frequency)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Influence your counterpart to adopt a course of action by telling him that you would collaborate (e.g., indicate that you would cooperate or provide resources).	2.21	1.75	28
Take advantage of the role of power and authority in the relevant culture.	2.18	1.83	28
Interact with foreign coalition forces.	2.18	1.81	28
Adjust the way you treated individuals from the other culture, depending on their social status.	2.18	1.68	28
Share your personal history or information with your counterpart.	2.11	1.81	28
Use knowledge about educational influences to understand the behavior of an individual from the relevant culture.	2.11	1.45	28
Limit how your cultural bias affects your perceptions of your counterpart's behavior.	2.11	1.87	28
Understand the implications of religion for military operations.	2.11	1.64	28
Take advantage of the social hierarchy of the relevant culture.	2.07	1.78	28
Capitalize on your counterpart's belief system.	2.04	1.77	28
Take advantage of the concept of hospitality in your counterpart's culture.	2.04	1.75	28
Use knowledge about historical influences to understand the behavior of an individual from the relevant culture.	2.04	1.67	28
Use knowledge about criminal influences to understand the behavior of an individual from the relevant culture.	2.00	1.61	28
Take advantage of the host nation's military culture.	2.00	1.74	28
Share personal information about yourself with your interpreter.	2.00	1.63	28
Prepare one's transition team for a meeting in which an interpreter would be used.	2.00	1.94	27
Adjust the way you treated individuals from the other culture, depending on their gender.	1.96	1.86	28
Use personal appeal (i.e., ask an individual to comply out of loyalty or friendship) to influence your counterpart.	1.96	1.77	28
Identify and manage potential divisions among religious groups.	1.96	1.73	28
Take advantage of the role of reconciliation in your counterpart's culture.	1.96	1.70	27
Deal with chain of command issues with coalition forces	1.93	1.90	28
Stress to coalition forces that the advisor is not in command of the counterpart.	1.93	1.78	28
Use knowledge about geography to understand the behavior of an individual from the relevant culture.	1.93	1.61	28
Let your counterpart participate in transition team activities or decisions in order to gain his compliance and commitment (i.e., use participation as an influence tactic).	1.86	1.74	28
Use knowledge about demographic influences (e.g., age, sex) to understand the behavior of an individual from the relevant culture.	1.86	1.67	28
Become comfortable with same-sex activities (e.g., male-male hand holding, kissing during greetings).	1.82	1.93	28
Display the body language and posture commonly found in the host nation's culture.	1.79	1.87	28
Take advantage of how historical events are relevant to the current operating environment.	1.79	1.71	28
Prepare coalition partners to conduct cross-cultural negotiations and meetings.	1.75	1.90	28

<i>Maintenance Advisor Activities (Frequency)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Preparing your counterpart to conduct negotiations and meetings.	1.75	1.62	28
Speak to others in the host nation's language.	1.71	1.67	28
Promote your counterpart's authority to coalition forces.	1.71	1.70	28
Appeal to the emotions of your counterpart (i.e., engage in inspirational influence tactics) to influence him.	1.71	1.82	28
Instruct a counterpart without the aid of an interpreter.	1.68	1.61	28
Assess the impact of information on military factors.	1.68	1.81	28
Display the facial expressions commonly used by individuals from the host nation.	1.64	1.83	28
Work with an unfamiliar interpreter.	1.63	1.47	27
Restrict sensitive information provided to a counterpart.	1.57	1.95	28
Use your legitimate authority (i.e., your position, rank, or status) to influence your counterpart.	1.54	1.75	28
Assess the impact of information on local economic factors.	1.46	1.64	28
Assess the impact of information on social factors.	1.43	1.81	28
Deal with foreign coalition partners who do not understand the transition team purpose and mission.	1.43	1.64	28
Assess the impact of information on politics.	1.39	1.69	28
Adjust the way you treated individuals from the other culture, depending on his/her tribal affiliation.	1.33	1.75	27
Offer your counterpart a desired item or action in exchange for compliance with a request (i.e., us exchange tactics as a way to influence your counterpart).	1.21	1.34	28
Work with an interpreter from the local population who has not been vetted.	1.14	1.90	28
Talk about Family in your counterpart's language.	0.96	1.60	28
Manage the release of information to local civilians.	0.96	1.40	28
Capitalize on the concept of "revenge" in your counterpart's culture.	0.93	1.33	28
Talk about economic issues in your counterpart's language	0.70	1.41	27
Talk about sports in your counterpart's language.	0.68	1.28	28
Disclose sensitive information to a counterpart.	0.68	1.44	28
Talk about tribal issues in your counterpart's language.	0.64	1.19	28
Talk about religion in your counterpart's language.	0.32	0.82	28
Talk about politics in your counterpart's language.	0.21	0.79	28
Read the host nation's language.	0.07	0.26	28
Write in the host nation's language.	0.00	0.00	28

Note. 5= More than once a day, 4 = Once a day, 3 = Once a week, 2 = Once a month, 1 = A few times, 0 = Did not perform

Table A-30***Means and Standard Deviations for Importance Ratings of Maintenance Advisor Activities***

<i>Maintenance Advisor Activities (Importance)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Demonstrate a positive attitude.	4.57	0.63	28
Exhibit a strong work ethic.	4.54	0.79	28
Communicate through an interpreter.	4.31	1.23	26
Demonstrate to your counterpart that the transition team provides something of value.	4.25	1.11	28
Behave respectfully within the constraints of the relevant culture.	4.21	1.17	28
Communicate to your counterpart that you respect him.	4.19	1.14	27
Establish your credibility with your counterpart.	4.11	1.37	28
Praise your counterpart for good performance.	4.07	1.62	27
Evaluate the trustworthiness of your interpreter.	4.07	1.69	27
Demonstrate tolerance toward individuals from another culture.	4.07	1.41	28
Serve as a role model for your counterpart.	4.00	1.39	28
Be tactful toward individuals from another culture.	4.00	1.33	28
Adjust the way you treated individuals from the other culture, depending on their rank.	3.96	1.23	28
Follow-up with your counterpart to ensure that work has been accomplished.	3.96	1.60	27
Give your counterpart feedback for poor performance.	3.96	1.64	26
Stress unity of effort/purpose with one's counterpart.	3.89	1.83	28
Gain the trust of individuals from the relevant culture.	3.89	1.34	28
Apply pressure tactics as a way to influence your counterpart.	3.89	1.23	28
Assess the strengths and weaknesses of your counterpart's unit.	3.86	1.69	28
Teach or instruct a counterpart in acquiring or improving a skill or ability.	3.82	1.63	28
Ask about your counterpart's Family.	3.81	1.57	27
Adjust the way you treated individuals from the other culture, depending on their age.	3.79	1.42	28
Establish short term goals for your counterpart to accomplish.	3.78	1.65	27
Instruct a counterpart with the aid of an interpreter.	3.75	1.88	28
Identify the training needs of your counterpart.	3.75	1.86	28
Prevent personal feelings toward your counterpart from interfering with the transition team mission.	3.75	1.71	28
Understand the background of your interpreter.	3.74	1.81	27
Understand your interpreter's cultural biases.	3.74	1.89	27
Actively listen to individuals from another culture.	3.71	1.61	28
Be supportive of a counterpart's decisions and activities.	3.71	1.74	28
Build a close relationship with your counterpart.	3.71	1.90	28
Understand the capabilities of your interpreter.	3.70	1.84	27
Recognize when individuals from the other culture were trying to manipulate you.	3.68	1.93	28

<i>Maintenance Advisor Activities (Importance)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Identify the training needs of your counterpart's unit.	3.68	1.91	28
Communicate the long term goals of the U.S. military to your counterpart.	3.67	1.73	27
Explain to your counterpart how compliance with your request would benefit him (i.e., apply "apprising" tactics to influence your counterpart).	3.64	1.62	28
Mentor or provide a counterpart with advice or counsel to assist him in making a decision through a mutually developed bond of trust.	3.64	1.81	28
Conduct a meeting through an interpreter.	3.62	1.70	26
Deal with corruption in your counterpart's organization.	3.61	1.85	28
Gain commitment from the counterpart and the counterpart's team.	3.61	1.62	28
Provide symbolic rewards (e.g., certificates, coins) to your counterpart for good performance.	3.59	1.74	27
Use knowledge about customs and traditions to understand the behavior of an individual from the relevant culture.	3.57	1.62	28
Interact with U.S. coalition forces (non-transition team members).	3.57	1.69	28
Find ways to deal with or work around corruption in the local environment.	3.57	1.73	28
Capitalize on what motivates your counterpart.	3.57	1.64	28
Determine which information to provide and withhold from a counterpart.	3.57	1.91	28
Understand the background of your counterpart.	3.54	1.93	28
Explain the role of the transition team to coalition forces.	3.50	1.73	28
Spend "unstructured time" with your counterpart.	3.50	1.95	28
Coach or guide a counterpart to reach the next level of knowledge or skill.	3.50	1.82	28
Limit how your cultural bias affects your perceptions of your counterpart's behavior.	3.50	1.77	28
Demonstrate enthusiasm of the transition team work to your counterpart.	3.48	1.55	27
Take advantage of the concept of honor in your counterpart's culture.	3.46	1.88	28
Influence how your counterpart perceives your transition team.	3.46	1.91	28
Stress sustainability to the counterpart.	3.46	1.84	28
Stress the legitimacy of the transition team work.	3.46	1.95	28
Predict how your counterpart will behave.	3.46	1.88	28
Express compassion toward individuals of a different culture.	3.44	1.60	27
Recognize differences between Western culture and your counterpart's culture.	3.43	1.85	28
Deal with U.S. coalition partners who do not understand the transition team purpose and mission.	3.43	1.62	28
Read the facial expressions of individuals from your counterpart's culture.	3.39	1.93	28
Apply principles of team building in a cross-cultural setting.	3.39	1.69	28
Recognize how your counterpart's understanding of time impacts his behavior and decisions.	3.39	1.85	28
Interpret the gestures of individuals from your counterpart's culture.	3.39	1.79	28
Influence how your counterpart perceives you.	3.39	1.81	28

<i>Maintenance Advisor Activities (Importance)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Assess the readiness of your counterpart's unit to perform missions.	3.36	1.91	28
Interpret the body language of individuals from your counterpart's culture.	3.32	1.79	28
Use rational persuasion (i.e., provide logical arguments and evidence) to influence your counterpart.	3.32	1.87	28
Use knowledge about professional influences to understand the behavior of an individual from the relevant culture.	3.29	1.54	28
Understand the history of different religions found in your operating area.	3.29	1.84	28
Understand how religion impacts the current operating environment.	3.29	1.76	28
Become comfortable with eating the food of another culture.	3.25	1.58	28
Demonstrate support for your counterpart (increase authority and legitimacy by deferring, promoting, remaining in the shadows as much as possible).	3.25	1.82	28
Recognize differences between U.S. military culture and your counterpart's military culture.	3.21	1.77	28
Communicate organizational goals and objectives to the counterpart.	3.21	1.89	28
Speak common words in your counterpart's language.	3.18	1.93	28
Identify sources of corruption in the local environment.	3.18	2.09	28
Understand the general theology of different religions found in your operating area.	3.18	1.76	28
Exchanging common greetings in your counterpart's language.	3.15	1.92	27
Understand the implications of religion for military operations.	3.14	1.99	28
Use gestures commonly found in the host nation's culture.	3.14	1.86	28
Capitalize on your counterpart's perspective or point of view.	3.11	1.69	28
Influence your counterpart to adopt a course of action by telling him that you would collaborate (e.g., indicate that you would cooperate or provide resources).	3.07	1.96	27
Use knowledge about military influences to understand the behavior of an individual from the relevant culture.	3.04	1.75	28
Spend "unstructured time" with your interpreter.	3.04	1.79	28
Restrict sensitive information provided to a counterpart.	3.00	2.28	28
Use knowledge about religious influences to understand the behavior of an individual from the relevant culture.	3.00	1.85	28
Manage a training program that targets individuals from another culture.	2.96	2.10	28
Become comfortable with non-Western cultural norms.	2.96	1.90	28
Manage interpersonal conflict effectively in a cross-cultural setting.	2.93	1.94	28
Stress to coalition forces that the advisor is not in command of the counterpart.	2.93	2.19	28
Use knowledge about tribal influences to understand the behavior of an individual from the relevant culture.	2.93	1.84	28
Use knowledge about criminal influences to understand the behavior of an individual from the relevant culture.	2.93	1.90	28
Use knowledge about social influences to understand the behavior of an individual from the relevant culture.	2.89	1.79	28

<i>Maintenance Advisor Activities (Importance)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Capitalize on the similarities between your beliefs, values, and goals and those of your counterpart.	2.89	1.85	28
Adjust the way you treated individuals from the other culture, depending on their gender.	2.89	2.11	28
Employ a Rapport Plan (continuously plan, execute, and refine methods to increase the closeness of the relationship with your counterpart).	2.89	1.79	28
Take advantage of the host nation's military culture.	2.86	1.88	28
Take advantage of the role of power and authority in the relevant culture.	2.86	2.01	28
Adjust the way you treated individuals from the other culture, depending on their social status.	2.82	1.89	28
Share personal information about yourself with your interpreter.	2.82	1.83	28
Deal with chain of command issues with coalition forces	2.79	2.11	28
Use knowledge about educational influences to understand the behavior of an individual from the relevant culture.	2.79	1.87	28
Build a consensus with individuals from the relevant culture.	2.79	2.02	28
Share your personal history or information with your counterpart.	2.79	1.87	28
Use knowledge about economic influences to understand the behavior of an individual from the relevant culture.	2.75	1.90	28
Assess the impact of information on military factors.	2.75	2.12	28
Identify and manage potential divisions among religious groups.	2.75	1.97	28
Take advantage of the concept of hospitality in your counterpart's culture.	2.71	2.12	28
Capitalize on your counterpart's belief system.	2.71	2.00	28
Use personal appeal (i.e., ask an individual to comply out of loyalty or friendship) to influence your counterpart.	2.71	1.94	28
Prepare an interpreter for a meeting.	2.70	2.20	27
Let your counterpart participate in transition team activities or decisions in order to gain his compliance and commitment (i.e., use participation as an influence tactic).	2.68	1.83	28
Promote your counterpart's authority to coalition forces.	2.64	2.16	28
Take advantage of how historical events are relevant to the current operating environment.	2.64	2.06	28
Interact with foreign coalition forces.	2.63	2.00	27
Assess the impact of information on local economic factors.	2.61	2.15	28
Offer your counterpart a desired item or action in exchange for compliance with a request (i.e., use exchange tactics as a way to influence your counterpart).	2.57	1.77	28
Use knowledge about demographic influences (e.g., age, sex) to understand the behavior of an individual from the relevant culture.	2.54	2.05	28
Assess the impact of information on social factors.	2.54	2.17	28
Take advantage of the social hierarchy of the relevant culture.	2.54	1.95	28
Preparing your counterpart to conduct negotiations and meetings.	2.54	1.99	28
Work with an unfamiliar interpreter.	2.52	2.03	27

<i>Maintenance Advisor Activities (Importance)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Use knowledge about geography to understand the behavior of an individual from the relevant culture.	2.50	1.97	28
Prepare coalition partners to conduct cross-cultural negotiations and meetings.	2.50	2.19	28
Use knowledge about historical influences to understand the behavior of an individual from the relevant culture.	2.50	1.95	28
Prepare one's transition team for a meeting in which an interpreter would be used.	2.48	2.17	27
Take advantage of the role of reconciliation in your counterpart's culture.	2.48	2.03	27
Appeal to the emotions of your counterpart (i.e., engage in inspirational influence tactics) to influence him.	2.43	2.01	28
Speak to others in the host nation's language.	2.43	1.64	28
Judge your counterpart's actions according to his cultural standards.	2.41	2.02	27
Use your legitimate authority (i.e., your position, rank, or status) to influence your counterpart.	2.39	1.95	28
Become comfortable with same-sex activities (e.g., male-male hand holding, kissing during greetings).	2.36	1.93	28
Instruct a counterpart without the aid of an interpreter.	2.21	2.02	28
Display the body language and posture commonly found in the host nation's culture.	2.21	2.01	28
Manage the release of information to local civilians.	2.15	2.13	27
Display the facial expressions commonly used by individuals from the host nation.	2.11	2.06	28
Adjust the way you treated individuals from the other culture, depending on his/her tribal affiliation.	2.07	2.11	27
Deal with foreign coalition partners who do not understand the transition team purpose and mission.	2.04	1.93	28
Work with an interpreter from the local population who has not been vetted.	2.00	2.29	28
Disclose sensitive information to a counterpart.	1.93	2.31	28
Assess the impact of information on politics.	1.86	2.05	28
Capitalize on the concept of "revenge" in your counterpart's culture.	1.57	1.97	28
Talk about economic issues in your counterpart's language	1.26	1.79	27
Talk about Family in your counterpart's language.	1.25	1.60	28
Talk about tribal issues in your counterpart's language.	1.14	1.63	28
Read the host nation's language.	1.11	1.57	28
Talk about sports in your counterpart's language.	0.93	1.25	28
Write in the host nation's language.	0.86	1.48	28
Talk about religion in your counterpart's language.	0.64	1.16	28
Talk about politics in your counterpart's language.	0.52	0.89	27

Note. 5= Extremely important, 4 = Very important, 3 = Moderately important, 2 = Some importance, 1 = Little importance, 0 = None

Table A-31***Means and Standard Deviations for F-I Ratings of Maintenance Advisor Activities***

<i>Maintenance Advisor Activities (F-I Composite)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Exhibit a strong work ethic.	18.71	7.43	28
Communicate through an interpreter.	18.65	7.79	26
Demonstrate a positive attitude.	17.89	7.78	28
Demonstrate tolerance toward individuals from another culture.	17.46	8.28	28
Behave respectfully within the constraints of the relevant culture.	16.07	7.86	28
Serve as a role model for your counterpart.	16.04	8.50	28
Be tactful toward individuals from another culture.	15.54	8.46	28
Praise your counterpart for good performance.	15.33	8.74	27
Demonstrate to your counterpart that the transition team provides something of value.	15.07	7.92	28
Communicate to your counterpart that you respect him.	14.96	8.28	28
Stress unity of effort/purpose with one's counterpart.	14.82	9.10	28
Actively listen to individuals from another culture.	14.79	8.85	28
Conduct a meeting through an interpreter.	14.60	9.42	25
Evaluate the trustworthiness of your interpreter.	14.59	9.81	27
Establish your credibility with your counterpart.	14.54	8.32	28
Gain the trust of individuals from the relevant culture.	14.46	7.65	28
Instruct a counterpart with the aid of an interpreter.	14.39	9.17	28
Ask about your counterpart's Family.	14.11	8.54	27
Follow-up with your counterpart to ensure that work has been accomplished.	14.04	8.89	27
Read the facial expressions of individuals from your counterpart's culture.	14.04	10.10	28
Adjust the way you treated individuals from the other culture, depending on their age.	13.86	8.72	28
Recognize differences between Western culture and your counterpart's culture.	13.75	9.63	28
Teach or instruct a counterpart in acquiring or improving a skill or ability.	13.43	8.16	28
Exchange common greetings in your counterpart's language.	13.41	9.84	27
Mentor or provide a counterpart with advice or counsel to assist him in making a decision through a mutually developed bond of trust.	13.39	8.44	28
Understand the capabilities of your interpreter.	13.37	9.64	27
Identify the training needs of your counterpart's unit.	13.32	9.73	28
Be supportive of a counterpart's decisions and activities.	13.29	8.25	28
Assess the strengths and weaknesses of your counterpart's unit.	13.25	8.99	28
Identify the training needs of your counterpart.	13.21	9.21	28
Deal with corruption in your counterpart's organization.	13.21	9.24	28
Interpret the body language of individuals from your counterpart's culture.	13.11	8.98	28
Interact with U.S. coalition forces (non-transition team members).	13.00	8.67	28

<i>Maintenance Advisor Activities (F-I Composite)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Understand your interpreter's cultural biases.	12.93	10.03	27
Influence how your counterpart perceives your transition team.	12.86	9.28	28
Understand the background of your interpreter.	12.85	9.83	27
Coach or guide a counterpart to reach the next level of knowledge or skill.	12.79	8.54	28
Interpret the gestures of individuals from your counterpart's culture.	12.75	9.25	28
Adjust the way you treated individuals from the other culture, depending on their rank.	12.75	8.18	28
Give your counterpart feedback for poor performance.	12.65	8.30	26
Recognize when individuals from the other culture were trying to manipulate you.	12.57	9.71	28
Stress the legitimacy of the transition team work.	12.54	9.21	28
Apply pressure tactics as a way to influence your counterpart.	12.50	8.45	28
Take advantage of the concept of honor in your counterpart's culture.	12.39	9.61	28
Capitalize on what motivates your counterpart.	12.36	7.99	28
Understand the background of your counterpart.	12.32	8.57	28
Build a close relationship with your counterpart.	12.29	9.45	28
Speak common words in your counterpart's language.	12.29	9.75	28
Find ways to deal with or work around corruption in the local environment.	12.18	9.52	28
Use knowledge about customs and traditions to understand the behavior of an individual from the relevant culture.	12.11	8.35	28
Establish short term goals for your counterpart to accomplish.	12.07	8.26	27
Recognize differences between U.S. military culture and your counterpart's military culture.	12.00	8.84	28
Influence how your counterpart perceives you.	11.96	8.24	28
Gain commitment from the counterpart and the counterpart's team.	11.86	7.59	28
Use gestures commonly found in the host nation's culture.	11.86	9.00	28
Communicate the long term goals of the U.S. military to your counterpart.	11.85	8.17	27
Spend "unstructured time" with your counterpart.	11.82	8.97	28
Predict how your counterpart will behave.	11.68	8.95	28
Prevent personal feelings toward your counterpart from interfering with the transition team mission.	11.64	8.49	28
Communicate organizational goals and objectives to the counterpart.	11.64	7.99	28
Explain the role of the transition team to coalition forces.	11.54	9.02	28
Recognize how your counterpart's understanding of time impacts his behavior and decisions.	11.50	8.89	28
Deal with U.S. coalition partners who do not understand the transition team purpose and mission.	11.46	8.81	28
Demonstrate enthusiasm of the transition team work to your counterpart.	11.46	8.10	28
Spend "unstructured time" with your interpreter.	11.39	8.43	28
Apply principles of team building in a cross-cultural setting.	11.14	7.91	28

<i>Maintenance Advisor Activities (F-I Composite)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Express compassion toward individuals of a different culture.	11.11	7.66	27
Stress sustainability to the counterpart.	10.96	8.90	28
Become comfortable with non-Western cultural norms.	10.79	8.94	28
Explain to your counterpart how compliance with your request would benefit him (i.e., apply “apprising” tactics to influence your counterpart).	10.61	8.38	28
Use rational persuasion (i.e., provide logical arguments and evidence) to influence your counterpart.	10.54	9.53	28
Become comfortable with eating the food of another culture.	10.43	8.62	28
Provide symbolic rewards (e.g., certificates, coins) to your counterpart for good performance.	10.37	7.79	27
Demonstrate support for your counterpart (increase authority and legitimacy by deferring, promoting, remaining in the shadows as much as possible).	10.32	8.60	28
Prepare an interpreter for a meeting.	10.19	10.03	27
Assess the readiness of your counterpart’s unit to perform missions.	10.18	8.42	28
Understand how religion impacts the current operating environment.	10.11	7.22	28
Determine which information to provide and withhold from a counterpart.	10.11	8.51	28
Identify sources of corruption in the local environment.	10.07	9.88	28
Manage a training program that targets individuals from another culture.	10.00	8.89	28
Use knowledge about professional influences to understand the behavior of an individual from the relevant culture.	9.96	7.39	28
Capitalize on your counterpart’s perspective or point of view.	9.86	7.41	28
Understand the history of different religions found in your operating area.	9.71	7.98	28
Build a consensus with individuals from the relevant culture.	9.64	8.53	28
Understand the general theology of different religions found in your operating area.	9.44	7.50	27
Capitalize on the similarities between your beliefs, values, and goals and those of your counterpart.	9.43	8.63	28
Manage interpersonal conflict effectively in a cross-cultural setting.	9.39	8.20	28
Employ a Rapport Plan (continuously plan, execute, and refine methods to increase the closeness of the relationship with your counterpart).	9.29	8.16	28
Limit how your cultural bias affects your perceptions of your counterpart’s behavior.	9.18	8.67	28
Influence your counterpart to adopt a course of action by telling him that you would collaborate (e.g., indicate that you would cooperate or provide resources).	9.07	8.04	27
Use knowledge about social influences to understand the behavior of an individual from the relevant culture.	9.00	7.80	28
Take advantage of the role of power and authority in the relevant culture.	9.00	8.88	28
Use knowledge about tribal influences to understand the behavior of an individual from the relevant culture.	8.86	7.85	28
Use knowledge about religious influences to understand the behavior of an individual from the relevant culture.	8.86	7.17	28

<i>Maintenance Advisor Activities (F-I Composite)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Understand the implications of religion for military operations.	8.82	7.40	28
Use knowledge about military influences to understand the behavior of an individual from the relevant culture.	8.71	7.42	28
Judge your counterpart's actions according to his cultural standards.	8.67	9.45	27
Adjust the way you treated individuals from the other culture, depending on their gender.	8.61	8.79	28
Stress to coalition forces that the advisor is not in command of the counterpart.	8.57	9.07	28
Prepare one's transition team for a meeting in which an interpreter would be used.	8.56	9.13	27
Capitalize on your counterpart's belief system.	8.50	8.77	28
Adjust the way you treated individuals from the other culture, depending on their social status.	8.46	8.14	28
Take advantage of the concept of hospitality in your counterpart's culture.	8.43	8.80	28
Share your personal history or information with your counterpart.	8.29	9.09	28
Use knowledge about economic influences to understand the behavior of an individual from the relevant culture.	8.29	7.51	28
Interact with foreign coalition forces.	8.26	8.79	27
Take advantage of the social hierarchy of the relevant culture.	8.21	8.07	28
Deal with chain of command issues with coalition forces.	8.18	8.91	28
Use knowledge about criminal influences to understand the behavior of an individual from the relevant culture.	8.18	7.71	28
Take advantage of the host nation's military culture.	8.07	8.06	28
Prepare coalition partners to conduct cross-cultural negotiations and meetings.	7.71	9.20	28
Use personal appeal (i.e., ask an individual to comply out of loyalty or friendship) to influence your counterpart.	7.71	8.05	28
Identify and manage potential divisions among religious groups.	7.71	7.63	28
Take advantage of the role of reconciliation in your counterpart's culture.	7.67	8.09	27
Use knowledge about historical influences to understand the behavior of an individual from the relevant culture.	7.54	7.90	28
Use knowledge about educational influences to understand the behavior of an individual from the relevant culture.	7.43	7.27	28
Share personal information about yourself with your interpreter.	7.36	8.09	28
Assess the impact of information on military factors.	7.29	8.86	28
Become comfortable with same-sex activities (e.g., male-male hand holding, kissing during greetings).	7.29	8.78	28
Promote your counterpart's authority to coalition forces.	7.29	8.01	28
Take advantage of how historical events relate to the current operating environment.	7.25	8.30	28
Use knowledge about demographic influences (e.g., age, sex) to understand the behavior of an individual from the relevant culture.	7.18	8.39	28
Let your counterpart participate in transition team activities and decisions in order to gain his compliance and commitment (i.e., use participation as an influence tactic).	7.14	7.86	28

<i>Maintenance Advisor Activities (F-I Composite)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Restrict sensitive information provided to a counterpart.	7.11	9.68	28
Display the body language and posture commonly found in the host nation's culture.	7.11	9.12	28
Use knowledge about geography to understand the behavior of an individual from the relevant culture.	7.00	7.39	28
Prepare your counterpart to conduct negotiations and meetings.	6.82	7.19	28
Appeal to the emotions of your counterpart (i.e., engage in inspirational influence tactics) to influence him.	6.79	8.07	28
Instruct a counterpart without the aid of an interpreter.	6.25	7.73	28
Display the facial expressions commonly used by individuals from the host nation.	6.25	8.86	28
Assess the impact of information on local economic factors.	6.00	8.00	28
Assess the impact of information on social factors.	5.89	8.69	28
Use your legitimate authority (i.e., your position, rank, or status) to influence your counterpart.	5.75	7.39	28
Speak to others in the host nation's language.	5.75	7.04	28
Adjust how you treat an individual from the other culture, depending on his/her tribal affiliation.	5.41	8.13	27
Deal with foreign coalition partners who do not understand the transition team purpose and mission.	5.29	7.45	28
Work with an interpreter from the local population who has not been vetted.	5.14	9.01	28
Assess the impact of information on politics.	5.00	7.54	28
Offer your counterpart something that he wants in exchange for compliance with a request (i.e., use exchange tactics as a way to influence your counterpart).	4.75	6.38	28
Work with an unfamiliar interpreter.	4.70	6.06	27
Manage the release of information to local civilians.	3.79	6.57	28
Capitalize on the concept of "revenge" in your counterpart's culture.	3.50	5.70	28
Disclose sensitive information to a counterpart.	2.93	6.94	28
Talk about Family in your counterpart's language.	2.93	5.79	28
Talk about economic issues in your counterpart's language.	2.07	4.20	27
Talk about sports in your counterpart's language.	1.96	4.52	28
Talk about tribal issues in your counterpart's language.	1.68	3.23	28
Talk about religion in your counterpart's language.	0.79	2.39	28
Talk about politics in your counterpart's language.	0.43	1.77	28
Read the host nation's language.	0.21	0.83	28
Write in the host nation's language.	0.00	0.00	28

Table A-32*Means and Standard Deviations for F-I, Frequency, and Importance Ratings of Maintenance Advisor KSAs*

<i>Maintenance Advisor KSAs</i>	<u>F-I</u>			<u>Frequency</u>			<u>Importance</u>		
	<i>M</i>	<i>SD</i>	<i>N</i>	<i>M</i>	<i>SD</i>	<i>N</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Role Modeling	16.03	6.51	28	3.54	1.19	28	4.17	0.82	27
Consideration and Respect	15.01	6.94	28	3.43	1.19	28	3.94	1.17	28
Establishing Credibility	14.80	7.82	28	3.34	1.48	28	4.18	1.18	28
Instructing CP through Interpreter.	14.39	9.17	28	3.14	1.74	28	3.75	1.88	28
Interpreting Nonverbal Behavior	13.30	8.83	28	3.07	1.81	28	3.37	1.77	28
Identifying Training Needs	13.27	9.31	28	2.84	1.82	28	3.71	1.84	28
Mentoring and Coaching	13.20	7.58	28	3.02	1.44	28	3.65	1.61	28
Speaking Common Words in CP Language	13.07	9.39	27	3.19	1.83	27	3.17	1.90	27
Managing CP Performance	13.00	7.49	26	2.95	1.40	27	3.91	1.58	26
Sensing Manipulation	12.57	9.71	28	2.71	1.80	28	3.68	1.93	28
Communicating Legitimacy of Advisor Team Work	12.54	9.21	28	2.82	1.68	28	3.46	1.95	28
Establishing Goals	12.45	6.92	27	2.85	1.35	27	3.64	1.42	27
Using an Interpreter	12.41	6.97	27	2.90	1.39	27	3.41	1.23	27
Managing Perceptions About the Advisor Team	12.41	8.54	28	2.84	1.68	28	3.43	1.83	28
Building Rapport	12.39	6.44	28	2.84	1.26	28	3.58	1.24	28
Interacting with US Coalition Forces	12.23	7.26	28	2.96	1.32	28	3.50	1.26	28
Dealing with Corruption	11.82	8.46	28	2.70	1.63	28	3.45	1.63	28
Comparing One's Culture with CP Culture	11.73	8.14	28	2.89	1.56	28	3.18	1.69	28
Assessing CP Unit Performance	11.71	8.10	28	2.59	1.58	28	3.61	1.69	28
Cross-Cultural Team Building	11.14	7.91	28	2.68	1.54	28	3.39	1.69	28
Understanding CP	11.04	6.47	28	2.59	1.31	28	3.30	1.46	28
Managing a Training Program	10.00	8.89	28	2.32	1.74	28	2.96	2.10	28
Suppressing Cultural Bias	9.86	6.62	28	2.39	1.35	28	3.16	1.35	28
Tailoring Interactions to Cultural Demographics	9.84	6.28	28	2.35	1.21	28	3.11	1.36	28
Building Consensus.	9.64	8.53	28	2.39	1.75	28	2.79	2.02	28
Managing Interpersonal Conflict	9.39	8.20	28	2.43	1.67	28	2.93	1.94	28
Employing a Rapport Plan	9.29	8.16	28	2.46	1.57	28	2.89	1.79	28

<i>Maintenance Advisor KSAs</i>	<u>F-I</u>			<u>Frequency</u>			<u>Importance</u>		
	<i>M</i>	<i>SD</i>	<i>N</i>	<i>M</i>	<i>SD</i>	<i>N</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Knowledge of Religious Influences	9.14	6.67	28	2.24	1.42	28	3.13	1.68	28
Using Proactive Influence Tactics	8.84	4.94	28	2.14	1.03	28	3.06	1.15	28
Judging by CP's Standards	8.67	9.45	27	2.26	1.95	27	2.41	2.02	27
Informing and Engaging Coalition Forces	8.66	6.86	28	2.01	1.40	28	2.87	1.58	28
Understanding the Operating Environment	8.59	6.39	28	2.25	1.25	28	2.89	1.47	28
Using Nonverbal Behavior	8.40	8.11	28	2.11	1.69	28	2.49	1.74	28
Leveraging Cultural Knowledge	8.09	6.26	28	1.97	1.31	28	2.64	1.51	28
Preparing CP for Negotiations/Meetings.	6.82	7.19	28	1.75	1.62	28	2.54	1.99	28
Interacting with Foreign Coalition Forces	6.81	7.26	27	1.80	1.55	28	2.35	1.82	27
Instructing CP without Interpreter	6.25	7.73	28	1.68	1.61	28	2.21	2.02	28
Managing Information	6.01	6.10	28	1.44	1.26	28	2.56	1.73	28
Working with an Unvetted Interpreter	5.14	9.01	28	1.14	1.90	28	2.00	2.29	28
Working with Unfamiliar Interpreter	4.70	6.06	27	1.63	1.47	27	2.52	2.03	27
Maintaining a Conversation in CP Language	1.64	2.88	28	0.59	0.98	28	0.97	1.07	28
Reading and Writing in CP Language	0.11	0.42	28	0.04	0.13	28	0.98	1.46	28

Note. Frequency Ratings: 5= More than once a day, 4 = Once a day, 3 = Once a week, 2 = Once a month, 1 = A few times, 0 = Did not perform. Importance Ratings: 5= Extremely important, 4 = Very important, 3 = Moderately important, 2 = Some importance, 1 = Little importance, 0 = None

Table A-33***Means and Standard Deviations for Frequency Ratings of Medic Activities***

<i>Medic Activities (Frequency)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Communicate through an interpreter.	4.00	1.16	41
Demonstrate tolerance toward individuals from another culture.	3.95	1.20	41
Be tactful toward individuals from another culture.	3.85	1.11	41
Demonstrate a positive attitude.	3.83	1.26	41
Exhibit a strong work ethic.	3.83	1.24	40
Recognize differences between U.S. military culture and your counterpart's military culture.	3.76	1.24	41
Actively listen to individuals from another culture.	3.68	1.33	41
Interact with U.S. coalition forces (non-transition team members).	3.68	1.31	41
Serve as a role model for your counterpart.	3.66	1.54	41
Teach or instruct a counterpart in acquiring or improving a skill or ability.	3.63	1.17	40
Demonstrate to your counterpart that the transition team provides something of value.	3.61	1.39	41
Exchanging common greetings in your counterpart's language.	3.61	1.80	41
Establish your credibility with your counterpart.	3.59	1.55	41
Behave respectfully within the constraints of the relevant culture.	3.51	1.14	41
Instruct a counterpart with the aid of an interpreter.	3.50	1.38	40
Recognize differences between Western culture and your counterpart's culture.	3.49	1.38	41
Coach or guide a counterpart to reach the next level of knowledge or skill.	3.48	1.15	40
Understand the capabilities of your interpreter.	3.44	1.50	41
Mentor or provide a counterpart with advice or counsel to assist him in making a decision through a mutually developed bond of trust.	3.41	1.33	39
Demonstrate enthusiasm of the transition team work to your counterpart.	3.39	1.50	41
Build a close relationship with your counterpart.	3.39	1.55	41
Evaluate the trustworthiness of your interpreter.	3.32	1.60	41
Ask about your counterpart's Family.	3.29	1.49	41
Gain the trust of individuals from the relevant culture.	3.29	1.47	41
Interpret the gestures of individuals from your counterpart's culture.	3.29	1.78	41
Understand your interpreter's cultural biases.	3.28	1.54	40
Read the facial expressions of individuals from your counterpart's culture.	3.27	1.67	41
Understand the background of your interpreter.	3.27	1.38	41
Conduct a meeting through an interpreter.	3.22	1.47	41
Speak common words in your counterpart's language.	3.22	1.89	41
Deal with U.S. coalition partners who do not understand the transition team purpose and mission.	3.20	1.57	41
Follow-up with your counterpart to ensure that work has been accomplished.	3.17	1.30	41

<i>Medic Activities (Frequency)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Communicate to your counterpart that you respect him.	3.17	1.48	41
Interpret the body language of individuals from your counterpart's culture.	3.15	1.82	41
Stress the legitimacy of the transition team work.	3.13	1.40	40
Understand the background of your counterpart.	3.12	1.35	41
Praise your counterpart for good performance.	3.12	1.44	41
Identify the training needs of your counterpart.	3.10	1.28	41
Use gestures commonly found in the host nation's culture.	3.10	1.87	41
Become comfortable with non-Western cultural norms.	3.08	1.70	40
Adjust the way you treated individuals from the other culture, depending on their age.	3.07	1.47	41
Understand the implications of religion for military operations.	3.05	1.61	41
Be supportive of a counterpart's decisions and activities.	3.02	1.62	41
Understand how religion impacts the current operating environment.	3.02	1.47	41
Spend "unstructured time" with your counterpart.	3.00	1.61	41
Recognize when individuals from the other culture were trying to manipulate you.	3.00	1.75	40
Spend "unstructured time" with your interpreter.	3.00	1.66	40
Adjust the way you treated individuals from the other culture, depending on their rank.	2.98	1.52	41
Identify the training needs of your counterpart's unit.	2.98	1.29	41
Stress unity of effort/purpose with one's counterpart.	2.98	1.49	40
Explain the role of the transition team to coalition forces.	2.93	1.60	41
Understand the general theology of different religions found in your operating area.	2.93	1.47	41
Communicate organizational goals and objectives to the counterpart.	2.90	1.45	40
Understand the history of different religions found in your operating area.	2.88	1.35	41
Use knowledge about customs and traditions to understand the behavior of an individual from the relevant culture.	2.83	1.43	41
Express compassion toward individuals of a different culture.	2.83	1.39	41
Recognize how your counterpart's understanding of time impacts his behavior and decisions.	2.80	1.78	41
Become comfortable with eating the food of another culture.	2.78	1.49	41
Capitalize on the similarities between your beliefs, values, and goals and those of your counterpart.	2.78	1.64	41
Gain commitment from the counterpart and the counterpart's team.	2.78	1.54	41
Apply principles of team building in a cross-cultural setting.	2.76	1.58	41
Capitalize on what motivates your counterpart.	2.76	1.58	41
Employ a Rapport Plan (continuously plan, execute, and refine methods to increase the closeness of the relationship with your counterpart).	2.76	1.74	41
Judge your counterpart's actions according to his cultural standards.	2.76	1.76	41
Give your counterpart feedback for poor performance.	2.73	1.45	41

<i>Medic Activities (Frequency)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Demonstrate support for your counterpart (increase authority and legitimacy by deferring, promoting, remaining in the shadows as much as possible).	2.73	1.60	41
Stress sustainability to the counterpart.	2.73	1.66	40
Establish short term goals for your counterpart to accomplish.	2.71	1.33	41
Assess the readiness of your counterpart's unit to perform missions.	2.68	1.37	41
Communicate the long term goals of the U.S. military to your counterpart.	2.68	1.46	41
Use rational persuasion (i.e., provide logical arguments and evidence) to influence your counterpart.	2.68	1.63	41
Assess the strengths and weaknesses of your counterpart's unit.	2.66	1.30	41
Predict how your counterpart will behave.	2.66	1.74	41
Adjust the way you treated individuals from the other culture, depending on their social status.	2.61	1.64	41
Identify and manage potential divisions among religious groups.	2.59	1.67	41
Share personal information about yourself with your interpreter.	2.58	1.78	40
Prepare an interpreter for a meeting.	2.58	1.68	40
Explain to your counterpart how compliance with your request would benefit him (i.e., apply "apprising" tactics to influence your counterpart).	2.56	1.61	41
Deal with corruption in your counterpart's organization.	2.46	1.86	41
Use knowledge about religious influences to understand the behavior of an individual from the relevant culture.	2.44	1.47	41
Manage a training program that targets individuals from another culture.	2.44	1.50	39
Influence how your counterpart perceives your transition team.	2.41	1.69	41
Manage interpersonal conflict effectively in a cross-cultural setting.	2.41	1.48	41
Use knowledge about social influences to understand the behavior of an individual from the relevant culture.	2.41	1.52	41
Share your personal history or information with your counterpart.	2.39	1.88	41
Prevent personal feelings toward your counterpart from interfering with the transition team mission.	2.37	1.83	41
Capitalize on your counterpart's belief system.	2.37	1.59	41
Become comfortable with same-sex activities (e.g., male-male hand holding, kissing during greetings).	2.37	2.05	41
Instruct a counterpart without the aid of an interpreter.	2.35	1.76	40
Stress to coalition forces that the advisor is not in command of the counterpart.	2.34	1.84	41
Use knowledge about professional influences to understand the behavior of an individual from the relevant culture.	2.34	1.56	41
Determine which information to provide and withhold from a counterpart.	2.34	1.78	41
Capitalize on your counterpart's perspective or point of view.	2.29	1.55	41
Identify sources of corruption in the local environment.	2.29	1.69	41
Influence how your counterpart perceives you.	2.27	1.73	41

<i>Medic Activities (Frequency)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Take advantage of the concept of hospitality in your counterpart's culture.	2.27	1.82	41
Limit how your cultural bias affects your perceptions of your counterpart's behavior.	2.25	1.77	40
Find ways to deal with or work around corruption in the local environment.	2.24	1.85	41
Use knowledge about military influences to understand the behavior of an individual from the relevant culture.	2.22	1.39	41
Use knowledge about educational influences to understand the behavior of an individual from the relevant culture.	2.22	1.57	41
Deal with chain of command issues with coalition forces	2.22	1.85	41
Display the body language and posture commonly found in the host nation's culture.	2.20	1.76	40
Use knowledge about tribal influences to understand the behavior of an individual from the relevant culture.	2.20	1.52	41
Interact with foreign coalition forces.	2.20	1.66	41
Build a consensus with individuals from the relevant culture.	2.15	1.67	41
Preparing your counterpart to conduct negotiations and meetings.	2.15	1.73	41
Take advantage of how historical events are relevant to the current operating environment.	2.13	1.76	40
Take advantage of the concept of honor in your counterpart's culture.	2.12	1.86	41
Use knowledge about demographic influences (e.g., age, sex) to understand the behavior of an individual from the relevant culture.	2.12	1.62	41
Apply pressure tactics as a way to influence your counterpart.	2.10	1.79	41
Deal with foreign coalition partners who do not understand the transition team purpose and mission.	2.10	1.93	41
Speak to others in the host nation's language.	2.02	1.82	41
Use knowledge about economic influences to understand the behavior of an individual from the relevant culture.	2.02	1.67	41
Restrict sensitive information provided to a counterpart.	1.98	1.88	41
Influence your counterpart to adopt a course of action by telling him that you would collaborate (e.g., indicate that you would cooperate or provide resources).	1.98	1.82	41
Take advantage of the role of power and authority in the relevant culture.	1.93	1.75	41
Promote your counterpart's authority to coalition forces.	1.90	1.70	41
Provide symbolic rewards (e.g., certificates, coins) to your counterpart for good performance.	1.88	1.57	41
Adjust the way you treated individuals from the other culture, depending on their gender.	1.88	1.81	41
Appeal to the emotions of your counterpart (i.e., engage in inspirational influence tactics) to influence him.	1.88	1.83	41
Take advantage of the role of reconciliation in your counterpart's culture.	1.85	1.62	41
Prepare one's transition team for a meeting in which an interpreter would be used.	1.85	1.68	41
Use personal appeal (i.e., ask an individual to comply out of loyalty or friendship) to influence your counterpart.	1.83	1.58	41
Display the facial expressions commonly used by individuals from the host nation.	1.82	1.75	39
Prepare coalition partners to conduct cross-cultural negotiations and meetings.	1.80	1.75	41

<i>Medic Activities (Frequency)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Assess the impact of information on military factors.	1.78	1.60	41
Let your counterpart participate in transition team activities or decisions in order to gain his compliance and commitment (i.e., use participation as an influence tactic).	1.78	1.74	41
Work with an unfamiliar interpreter.	1.76	1.20	41
Assess the impact of information on social factors.	1.73	1.72	41
Assess the impact of information on local economic factors.	1.73	1.67	41
Use your legitimate authority (i.e., your position, rank, or status) to influence your counterpart.	1.71	1.91	41
Use knowledge about historical influences to understand the behavior of an individual from the relevant culture.	1.66	1.71	41
Use knowledge about geography to understand the behavior of an individual from the relevant culture.	1.66	1.56	41
Use knowledge about criminal influences to understand the behavior of an individual from the relevant culture.	1.61	1.70	41
Adjust the way you treated individuals from the other culture, depending on his/her tribal affiliation.	1.56	1.75	41
Take advantage of the host nation's military culture.	1.54	1.78	41
Talk about Family in your counterpart's language.	1.53	1.99	40
Offer your counterpart a desired item or action in exchange for compliance with a request (i.e., us exchange tactics as a way to influence your counterpart).	1.49	1.52	41
Assess the impact of information on politics.	1.36	1.61	39
Take advantage of the social hierarchy of the relevant culture.	1.20	1.57	41
Talk about economic issues in your counterpart's language	1.17	1.69	41
Talk about tribal issues in your counterpart's language.	0.88	1.40	41
Disclose sensitive information to a counterpart.	0.85	1.48	41
Talk about sports in your counterpart's language.	0.76	1.30	41
Talk about religion in your counterpart's language.	0.73	1.28	41
Capitalize on the concept of “revenge” in your counterpart’s culture.	0.73	1.38	41
Manage the release of information to local civilians.	0.71	1.42	41
Work with an interpreter from the local population who has not been vetted.	0.63	1.20	41
Read the host nation’s language.	0.46	1.19	41
Talk about politics in your counterpart's language.	0.41	1.12	41
Write in the host nation’s language.	0.22	0.91	41

Note. 5= More than once a day, 4 = Once a day, 3 = Once a week, 2 = Once a month, 1 = A few times, 0 = Did not perform

Table A-34***Means and Standard Deviations for Importance Ratings of Medic Activities***

<i>Medic Activities (Importance)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Communicate through an interpreter.	4.34	0.94	41
Mentor or provide a counterpart with advice or counsel to assist him in making a decision through a mutually developed bond of trust.	4.21	1.03	39
Demonstrate a positive attitude.	4.15	1.15	41
Establish your credibility with your counterpart.	4.15	1.30	41
Demonstrate tolerance toward individuals from another culture.	4.15	1.20	41
Understand the capabilities of your interpreter.	4.15	1.41	41
Instruct a counterpart with the aid of an interpreter.	4.10	1.22	40
Follow-up with your counterpart to ensure that work has been accomplished.	4.10	1.30	41
Coach or guide a counterpart to reach the next level of knowledge or skill.	4.08	1.07	40
Teach or instruct a counterpart in acquiring or improving a skill or ability.	4.08	1.16	40
Behave respectfully within the constraints of the relevant culture.	4.07	1.06	41
Evaluate the trustworthiness of your interpreter.	4.07	1.44	41
Identify the training needs of your counterpart.	4.05	1.07	41
Praise your counterpart for good performance.	4.02	1.27	41
Serve as a role model for your counterpart.	4.02	1.35	41
Identify the training needs of your counterpart's unit.	3.98	1.13	41
Demonstrate to your counterpart that the transition team provides something of value.	3.98	1.37	41
Communicate to your counterpart that you respect him.	3.95	1.26	41
Understand the background of your interpreter.	3.95	1.38	41
Exhibit a strong work ethic.	3.95	1.24	40
Be tactful toward individuals from another culture.	3.93	1.37	41
Actively listen to individuals from another culture.	3.90	1.34	41
Recognize when individuals from the other culture were trying to manipulate you.	3.90	1.52	40
Conduct a meeting through an interpreter.	3.90	1.32	40
Build a close relationship with your counterpart.	3.85	1.33	41
Recognize differences between U.S. military culture and your counterpart's military culture.	3.83	1.22	40
Interact with U.S. coalition forces (non-transition team members).	3.80	1.14	41
Assess the strengths and weaknesses of your counterpart's unit.	3.80	1.23	41
Understand your interpreter's cultural biases.	3.78	1.61	40
Assess the readiness of your counterpart's unit to perform missions.	3.76	1.34	41
Establish short term goals for your counterpart to accomplish.	3.76	1.37	41
Explain the role of the transition team to coalition forces.	3.73	1.47	41

<i>Medic Activities (Importance)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Understand how religion impacts the current operating environment.	3.71	1.36	41
Spend "unstructured time" with your counterpart.	3.71	1.40	41
Ask about your counterpart's Family.	3.71	1.40	41
Understand the background of your counterpart.	3.68	1.31	41
Interpret the gestures of individuals from your counterpart's culture.	3.68	1.49	41
Communicate the long term goals of the U.S. military to your counterpart.	3.68	1.53	40
Demonstrate enthusiasm of the transition team work to your counterpart.	3.66	1.53	41
Gain the trust of individuals from the relevant culture.	3.66	1.48	41
Stress unity of effort/purpose with one's counterpart.	3.64	1.33	39
Be supportive of a counterpart's decisions and activities.	3.63	1.41	41
Adjust the way you treated individuals from the other culture, depending on their age.	3.61	1.32	41
Communicate organizational goals and objectives to the counterpart.	3.60	1.50	40
Prepare an interpreter for a meeting.	3.60	1.41	40
Give your counterpart feedback for poor performance.	3.59	1.63	41
Apply principles of team building in a cross-cultural setting.	3.59	1.32	41
Exchanging common greetings in your counterpart's language.	3.56	1.72	41
Demonstrate support for your counterpart (increase authority and legitimacy by deferring, promoting, remaining in the shadows as much as possible).	3.54	1.52	41
Capitalize on what motivates your counterpart.	3.54	1.53	41
Recognize differences between Western culture and your counterpart's culture.	3.53	1.38	40
Adjust the way you treated individuals from the other culture, depending on their social status.	3.53	1.50	40
Recognize how your counterpart's understanding of time impacts his behavior and decisions.	3.50	1.54	40
Understand the implications of religion for military operations.	3.49	1.63	41
Adjust the way you treated individuals from the other culture, depending on their rank.	3.49	1.47	41
Predict how your counterpart will behave.	3.49	1.66	41
Deal with U.S. coalition partners who do not understand the transition team purpose and mission.	3.46	1.53	41
Understand the general theology of different religions found in your operating area.	3.46	1.31	41
Interpret the body language of individuals from your counterpart's culture.	3.46	1.47	41
Provide symbolic rewards (e.g., certificates, coins) to your counterpart for good performance.	3.44	1.55	41
Read the facial expressions of individuals from your counterpart's culture.	3.44	1.38	41
Stress the legitimacy of the transition team work.	3.44	1.43	39
Spend "unstructured time" with your interpreter.	3.40	1.41	40
Understand the history of different religions found in your operating area.	3.39	1.18	41

<i>Medic Activities (Importance)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Speak common words in your counterpart's language.	3.39	1.64	41
Employ a Rapport Plan (continuously plan, execute, and refine methods to increase the closeness of the relationship with your counterpart).	3.37	1.62	41
Stress sustainability to the counterpart.	3.33	1.61	40
Gain commitment from the counterpart and the counterpart's team.	3.33	1.65	40
Use knowledge about customs and traditions to understand the behavior of an individual from the relevant culture.	3.29	1.45	41
Explain to your counterpart how compliance with your request would benefit him (i.e., apply "appraising" tactics to influence your counterpart).	3.29	1.58	41
Manage interpersonal conflict effectively in a cross-cultural setting.	3.28	1.54	40
Prevent personal feelings toward your counterpart from interfering with the transition team mission.	3.28	1.71	40
Deal with corruption in your counterpart's organization.	3.27	1.86	41
Become comfortable with eating the food of another culture.	3.24	1.58	41
Become comfortable with non-Western cultural norms.	3.23	1.48	39
Instruct a counterpart without the aid of an interpreter.	3.20	1.64	40
Limit how your cultural bias affects your perceptions of your counterpart's behavior.	3.20	1.80	40
Use gestures commonly found in the host nation's culture.	3.20	1.75	41
Use rational persuasion (i.e., provide logical arguments and evidence) to influence your counterpart.	3.17	1.66	41
Manage a training program that targets individuals from another culture.	3.15	1.63	39
Express compassion toward individuals of a different culture.	3.15	1.39	41
Influence how your counterpart perceives your transition team.	3.12	1.73	41
Restrict sensitive information provided to a counterpart.	3.10	2.11	41
Judge your counterpart's actions according to his cultural standards.	3.07	1.52	41
Influence how your counterpart perceives you.	3.07	1.69	41
Take advantage of the concept of hospitality in your counterpart's culture.	3.07	1.63	41
Capitalize on your counterpart's belief system.	3.02	1.67	41
Adjust the way you treated individuals from the other culture, depending on their gender.	3.00	1.79	41
Identify and manage potential divisions among religious groups.	3.00	1.83	40
Find ways to deal with or work around corruption in the local environment.	3.00	1.87	41
Become comfortable with same-sex activities (e.g., male-male hand holding, kissing during greetings).	2.98	1.93	41
Determine which information to provide and withhold from a counterpart.	2.98	1.77	41
Capitalize on the similarities between your beliefs, values, and goals and those of your counterpart.	2.98	1.79	40
Use knowledge about military influences to understand the behavior of an individual from the relevant culture.	2.95	1.53	41

<i>Medic Activities (Importance)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Use knowledge about religious influences to understand the behavior of an individual from the relevant culture.	2.95	1.56	41
Share your personal history or information with your counterpart.	2.95	1.75	40
Use knowledge about social influences to understand the behavior of an individual from the relevant culture.	2.93	1.47	40
Identify sources of corruption in the local environment.	2.90	1.85	41
Interact with foreign coalition forces.	2.88	1.62	41
Use knowledge about professional influences to understand the behavior of an individual from the relevant culture.	2.88	1.62	41
Use knowledge about educational influences to understand the behavior of an individual from the relevant culture.	2.85	1.73	41
Preparing your counterpart to conduct negotiations and meetings.	2.85	1.81	41
Work with an unfamiliar interpreter.	2.85	1.75	41
Take advantage of how historical events are relevant to the current operating environment.	2.84	1.67	38
Share personal information about yourself with your interpreter.	2.80	1.65	40
Use knowledge about tribal influences to understand the behavior of an individual from the relevant culture.	2.78	1.64	41
Build a consensus with individuals from the relevant culture.	2.78	1.80	40
Prepare one's transition team for a meeting in which an interpreter would be used.	2.76	1.96	41
Assess the impact of information on social factors.	2.75	1.82	40
Assess the impact of information on military factors.	2.75	1.84	40
Use knowledge about demographic influences (e.g., age, sex) to understand the behavior of an individual from the relevant culture.	2.73	1.73	41
Apply pressure tactics as a way to influence your counterpart.	2.73	1.73	41
Speak to others in the host nation's language.	2.73	1.61	41
Deal with chain of command issues with coalition forces	2.73	1.88	41
Capitalize on your counterpart's perspective or point of view.	2.73	1.63	41
Take advantage of the role of power and authority in the relevant culture.	2.71	1.81	41
Prepare coalition partners to conduct cross-cultural negotiations and meetings.	2.70	2.05	40
Adjust the way you treated individuals from the other culture, depending on his/her tribal affiliation.	2.68	2.03	41
Stress to coalition forces that the advisor is not in command of the counterpart.	2.68	2.05	41
Display the body language and posture commonly found in the host nation's culture.	2.64	1.65	39
Take advantage of the concept of honor in your counterpart's culture.	2.63	1.80	41
Promote your counterpart's authority to coalition forces.	2.63	1.88	40
Assess the impact of information on local economic factors.	2.63	1.82	40
Offer your counterpart a desired item or action in exchange for compliance with a request (i.e., us exchange tactics as a way to influence your counterpart).	2.59	1.75	41

<i>Medic Activities (Importance)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Use knowledge about economic influences to understand the behavior of an individual from the relevant culture.	2.59	1.86	41
Use your legitimate authority (i.e., your position, rank, or status) to influence your counterpart.	2.51	1.89	41
Take advantage of the role of reconciliation in your counterpart's culture.	2.50	1.69	40
Let your counterpart participate in transition team activities or decisions in order to gain his compliance and commitment (i.e., use participation as an influence tactic).	2.49	1.79	41
Deal with foreign coalition partners who do not understand the transition team purpose and mission.	2.43	1.89	40
Use knowledge about geography to understand the behavior of an individual from the relevant culture.	2.41	1.83	41
Display the facial expressions commonly used by individuals from the host nation.	2.41	1.65	39
Take advantage of the host nation's military culture.	2.40	1.63	40
Use knowledge about criminal influences to understand the behavior of an individual from the relevant culture.	2.39	1.93	41
Use knowledge about historical influences to understand the behavior of an individual from the relevant culture.	2.37	1.85	41
Influence your counterpart to adopt a course of action by telling him that you would collaborate (e.g., indicate that you would cooperate or provide resources).	2.37	1.80	41
Use personal appeal (i.e., ask an individual to comply out of loyalty or friendship) to influence your counterpart.	2.32	1.63	41
Appeal to the emotions of your counterpart (i.e., engage in inspirational influence tactics) to influence him.	2.27	1.82	41
Assess the impact of information on politics.	2.26	1.75	38
Take advantage of the social hierarchy of the relevant culture.	2.20	1.74	41
Talk about Family in your counterpart's language.	2.00	2.03	40
Disclose sensitive information to a counterpart.	1.83	2.02	41
Talk about economic issues in your counterpart's language	1.75	1.86	40
Capitalize on the concept of "revenge" in your counterpart's culture.	1.75	1.92	40
Manage the release of information to local civilians.	1.71	1.91	41
Talk about religion in your counterpart's language.	1.63	1.83	41
Work with an interpreter from the local population who has not been vetted.	1.50	1.89	40
Talk about tribal issues in your counterpart's language.	1.48	1.58	40
Talk about sports in your counterpart's language.	1.12	1.55	41
Read the host nation's language.	1.10	1.61	41
Talk about politics in your counterpart's language.	0.83	1.39	41
Write in the host nation's language.	0.78	1.29	41
Note. 5= Extremely important, 4 = Very important, 3 = Moderately important, 2 = Some importance, 1 = Little importance, 0 = None			

Table A-35***Means and Standard Deviations for F-I Ratings of Medic Activities***

<i>Medic Activities (F-I Composite)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Communicate through an interpreter.	17.76	7.10	41
Demonstrate tolerance toward individuals from another culture.	17.00	7.81	41
Demonstrate a positive attitude.	16.61	7.91	41
Serve as a role model for your counterpart.	16.22	8.13	41
Establish your credibility with your counterpart.	16.05	8.71	41
Exhibit a strong work ethic.	15.93	7.95	40
Be tactful toward individuals from another culture.	15.85	7.94	41
Actively listen to individuals from another culture.	15.34	8.37	41
Recognize differences between U.S. military culture and your counterpart's military culture.	15.33	8.13	40
Demonstrate to your counterpart that the transition team provides something of value.	15.32	8.77	41
Mentor or provide a counterpart with advice or counsel to assist him in making a decision through a mutually developed bond of trust.	15.13	7.44	39
Teach or instruct a counterpart in acquiring or improving a skill or ability.	15.10	7.11	40
Understand the capabilities of your interpreter.	15.10	8.14	41
Behave respectfully within the constraints of the relevant culture.	15.02	7.08	41
Exchange common greetings in your counterpart's language.	15.02	9.67	41
Instruct a counterpart with the aid of an interpreter.	14.90	7.83	40
Build a close relationship with your counterpart.	14.63	8.88	41
Interact with U.S. coalition forces (non-transition team members).	14.61	7.66	41
Coach or guide a counterpart to reach the next level of knowledge or skill.	14.55	6.83	40
Evaluate the trustworthiness of your interpreter.	14.54	8.59	41
Follow-up with your counterpart to ensure that work has been accomplished.	14.20	7.40	41
Understand your interpreter's cultural biases.	13.98	8.19	40
Conduct a meeting through an interpreter.	13.95	8.41	40
Understand the background of your interpreter.	13.88	7.46	41
Communicate to your counterpart that you respect him.	13.83	7.92	41
Demonstrate enthusiasm of the transition team work to your counterpart.	13.83	8.63	41
Interpret the gestures of individuals from your counterpart's culture.	13.76	9.36	41
Ask about your counterpart's Family.	13.71	8.52	41
Praise your counterpart for good performance.	13.71	7.51	41
Recognize when individuals from the other culture were trying to manipulate you.	13.40	9.14	40
Recognize differences between Western culture and your counterpart's culture.	13.40	7.70	40
Identify the training needs of your counterpart.	13.37	6.89	41

<i>Medic Activities (F-I Composite)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Gain the trust of individuals from the relevant culture.	13.27	8.24	41
Speak common words in your counterpart's language.	12.95	9.59	41
Read the facial expressions of individuals from your counterpart's culture.	12.83	8.38	41
Deal with U.S. coalition partners who do not understand the transition team purpose and mission.	12.71	8.59	41
Understand the background of your counterpart.	12.71	6.79	41
Identify the training needs of your counterpart's unit.	12.68	6.99	41
Spend "unstructured time" with your counterpart.	12.68	8.27	41
Be supportive of a counterpart's decisions and activities.	12.59	7.93	41
Understand the implications of religion for military operations.	12.59	8.48	41
Use gestures commonly found in the host nation's culture.	12.56	9.60	41
Explain the role of the transition team to coalition forces.	12.54	8.64	41
Interpret the body language of individuals from your counterpart's culture.	12.51	8.90	41
Understand how religion impacts the current operating environment.	12.44	8.05	41
Stress unity of effort/purpose with one's counterpart.	12.35	8.01	40
Adjust the way you treated individuals from the other culture, depending on their age.	12.15	8.14	41
Stress the legitimacy of the transition team work.	12.10	8.04	39
Communicate organizational goals and objectives to the counterpart.	11.93	7.67	40
Recognize how your counterpart's understanding of time impacts his behavior and decisions.	11.63	9.11	40
Adjust the way you treated individuals from the other culture, depending on their rank.	11.61	8.03	41
Capitalize on what motivates your counterpart.	11.49	8.47	41
Demonstrate support for your counterpart (increase authority and legitimacy by deferring, promoting, remaining in the shadows as much as possible).	11.46	8.27	41
Spend "unstructured time" with your interpreter.	11.45	8.53	40
Communicate the long term goals of the U.S. military to your counterpart.	11.41	7.34	41
Employ a Rapport Plan (continuously plan, execute, and refine methods to increase the closeness of the relationship with your counterpart).	11.41	8.69	41
Establish short term goals for your counterpart to accomplish.	11.39	6.96	41
Predict how your counterpart will behave.	11.37	8.80	41
Understand the general theology of different religions found in your operating area.	11.34	7.83	41
Assess the readiness of your counterpart's unit to perform missions.	11.32	6.96	41
Become comfortable with non-Western cultural norms.	11.31	7.98	39
Give your counterpart feedback for poor performance.	11.29	7.49	41
Stress sustainability to the counterpart.	11.05	8.17	40
Assess the strengths and weaknesses of your counterpart's unit.	11.02	6.69	41
Apply principles of team building in a cross-cultural setting.	10.85	7.88	41

<i>Medic Activities (F-I Composite)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Use knowledge about customs and traditions to understand the behavior of an individual from the relevant culture.	10.78	7.69	41
Deal with corruption in your counterpart's organization.	10.71	9.03	41
Gain commitment from the counterpart and the counterpart's team.	10.66	7.35	41
Become comfortable with eating the food of another culture.	10.63	8.43	41
Capitalize on the similarities between your beliefs, values, and goals and those of your counterpart.	10.58	8.64	40
Understand the history of different religions found in your operating area.	10.54	7.03	41
Prepare an interpreter for a meeting.	10.53	7.99	40
Judge your counterpart's actions according to his cultural standards.	10.49	8.50	41
Adjust the way you treated individuals from the other culture, depending on their social status.	10.46	7.99	41
Express compassion toward individuals of a different culture.	10.39	7.10	41
Use rational persuasion (i.e., provide logical arguments and evidence) to influence your counterpart.	10.34	7.73	41
Explain to your counterpart how compliance with your request would benefit him (i.e., apply "apprising" tactics to influence your counterpart).	10.29	7.45	41
Identify and manage potential divisions among religious groups.	9.98	8.47	41
Influence how your counterpart perceives your transition team.	9.76	8.70	41
Become comfortable with same-sex activities (e.g., male-male hand holding, kissing during greetings).	9.71	9.63	41
Prevent personal feelings toward your counterpart from interfering with the transition team mission.	9.68	9.17	41
Share your personal history or information with your counterpart.	9.61	9.59	41
Determine which information to provide and withhold from a counterpart.	9.41	8.44	41
Manage interpersonal conflict effectively in a cross-cultural setting.	9.37	7.26	41
Manage a training program that targets individuals from another culture.	9.36	7.63	39
Find ways to deal with or work around corruption in the local environment.	9.32	8.78	41
Stress to coalition forces that the advisor is not in command of the counterpart.	9.29	9.00	41
Share personal information about yourself with your interpreter.	9.18	8.16	40
Instruct a counterpart without the aid of an interpreter.	9.15	8.30	40
Capitalize on your counterpart's belief system.	9.15	8.24	41
Take advantage of the concept of hospitality in your counterpart's culture.	9.12	8.83	41
Identify sources of corruption in the local environment.	9.10	7.96	41
Limit how your cultural bias affects your perceptions of your counterpart's behavior.	8.98	8.79	40
Influence how your counterpart perceives you.	8.88	8.44	41
Deal with chain of command issues with coalition forces.	8.83	8.56	41
Restrict sensitive information provided to a counterpart.	8.63	9.08	41

<i>Medic Activities (F-I Composite)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Use knowledge about professional influences to understand the behavior of an individual from the relevant culture.	8.61	7.60	41
Use knowledge about educational influences to understand the behavior of an individual from the relevant culture.	8.61	7.63	41
Use knowledge about social influences to understand the behavior of an individual from the relevant culture.	8.61	6.81	41
Use knowledge about religious influences to understand the behavior of an individual from the relevant culture.	8.56	6.72	41
Prepare your counterpart to conduct negotiations and meetings.	8.44	8.47	41
Build a consensus with individuals from the relevant culture.	8.20	7.82	41
Capitalize on your counterpart's perspective or point of view.	8.12	7.09	41
Use knowledge about military influences to understand the behavior of an individual from the relevant culture.	8.12	6.69	41
Take advantage of how historical events relate to the current operating environment.	8.10	7.98	40
Interact with foreign coalition forces.	8.07	7.94	41
Use knowledge about tribal influences to understand the behavior of an individual from the relevant culture.	8.07	7.04	41
Take advantage of the concept of honor in your counterpart's culture.	8.02	8.75	41
Apply pressure tactics as a way to influence your counterpart.	8.02	8.33	41
Use knowledge about demographic influences (e.g., age, sex) to understand the behavior of an individual from the relevant culture.	7.93	8.20	41
Display the body language and posture commonly found in the host nation's culture.	7.88	8.23	40
Provide symbolic rewards (e.g., certificates, coins) to your counterpart for good performance.	7.83	7.38	41
Deal with foreign coalition partners who do not understand the transition team purpose and mission.	7.76	8.96	41
Adjust the way you treated individuals from the other culture, depending on their gender.	7.73	8.76	41
Use knowledge about economic influences to understand the behavior of an individual from the relevant culture.	7.73	7.55	41
Prepare coalition partners to conduct cross-cultural negotiations and meetings.	7.49	8.33	41
Promote your counterpart's authority to coalition forces.	7.46	7.95	41
Take advantage of the role of power and authority in the relevant culture.	7.46	8.32	41
Influence your counterpart to adopt a course of action by telling him that you would collaborate (e.g., indicate that you would cooperate or provide resources).	7.22	8.31	41
Prepare one's transition team for a meeting in which an interpreter would be used.	7.22	7.34	41
Speak to others in the host nation's language.	7.10	8.08	41
Assess the impact of information on social factors.	7.02	8.02	41
Let your counterpart participate in transition team activities and decisions in order to gain his compliance and commitment (i.e., use participation as an influence tactic).	6.95	7.83	41

<i>Medic Activities (F-I Composite)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Assess the impact of information on military factors.	6.90	7.01	41
Appeal to the emotions of your counterpart (i.e., engage in inspirational influence tactics) to influence him.	6.76	8.38	41
Use your legitimate authority (i.e., your position, rank, or status) to influence your counterpart.	6.73	9.10	41
Assess the impact of information on local economic factors.	6.68	7.61	41
Take advantage of the role of reconciliation in your counterpart's culture.	6.66	7.32	41
Adjust how you treat an individual from the other culture, depending on his/her tribal affiliation.	6.54	8.31	41
Use knowledge about criminal influences to understand the behavior of an individual from the relevant culture.	6.51	7.61	41
Talk about Family in your counterpart's language.	6.38	9.57	40
Use personal appeal (i.e., ask an individual to comply out of loyalty or friendship) to influence your counterpart.	6.37	6.79	41
Use knowledge about historical influences to understand the behavior of an individual from the relevant culture.	6.32	7.51	41
Display the facial expressions commonly used by individuals from the host nation.	6.23	7.80	39
Use knowledge about geography to understand the behavior of an individual from the relevant culture.	6.22	7.16	41
Work with an unfamiliar interpreter.	6.00	5.40	41
Take advantage of the host nation's military culture.	5.61	7.63	41
Offer your counterpart something that he wants in exchange for compliance with a request (i.e., use exchange tactics as a way to influence your counterpart).	5.44	6.59	41
Talk about economic issues in your counterpart's language.	4.44	7.56	41
Assess the impact of information on politics.	4.41	6.62	39
Take advantage of the social hierarchy of the relevant culture.	4.02	6.41	41
Talk about tribal issues in your counterpart's language.	2.98	5.87	41
Disclose sensitive information to a counterpart.	2.85	5.93	41
Capitalize on the concept of "revenge" in your counterpart's culture.	2.85	5.83	41
Talk about religion in your counterpart's language.	2.78	5.93	41
Manage the release of information to local civilians.	2.76	6.21	41
Talk about sports in your counterpart's language.	2.20	4.58	41
Work with an interpreter from the local population who has not been vetted.	1.68	4.00	41
Read the host nation's language.	1.56	4.71	41
Talk about politics in your counterpart's language.	1.15	3.65	41
Write in the host nation's language.	0.66	3.24	41

Table A-36*Means and Standard Deviations for F-I, Frequency, and Importance Ratings of Medic KSAs*

<i>Medic KSAs</i>	<u>F-I</u>			<u>Frequency</u>			<u>Importance</u>		
	<i>M</i>	<i>SD</i>	<i>N</i>	<i>M</i>	<i>SD</i>	<i>N</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Establishing Credibility	15.68	8.63	41	3.60	1.44	41	4.06	1.26	41
Role Modeling	15.64	7.13	40	3.68	1.15	40	3.94	1.08	40
Mentoring and Coaching	15.01	6.70	39	3.52	1.09	39	4.12	1.02	39
Instructing CP through Interpreter	14.90	7.83	40	3.50	1.38	40	4.10	1.22	40
Consideration and Respect	14.57	6.55	41	3.50	1.01	41	3.86	1.04	41
Speaking Common Words in CP Language	13.99	9.38	41	3.41	1.79	41	3.48	1.62	41
Interacting with US Coalition Forces	13.66	7.73	41	3.44	1.27	41	3.63	1.24	41
Sensing Manipulation	13.40	9.14	40	3.00	1.75	40	3.90	1.52	40
Comparing One's Culture with CP Culture	13.10	7.15	40	3.34	1.22	41	3.44	1.26	40
Interpreting Nonverbal Behavior	13.03	8.50	41	3.24	1.71	41	3.53	1.38	41
Identifying Training Needs	13.02	6.78	41	3.04	1.26	41	4.01	1.08	41
Using an Interpreter	12.81	5.81	41	3.06	1.11	41	3.68	1.02	41
Building Rapport	12.75	6.85	41	3.07	1.21	41	3.58	1.11	41
Communicating Legitimacy of Advisor Team Work	12.10	8.04	39	3.13	1.40	40	3.44	1.43	39
Managing CP Performance	11.76	6.49	41	2.73	1.24	41	3.79	1.27	41
Establishing Goals	11.69	6.39	41	2.81	1.27	41	3.60	1.25	40
Employing a Rapport Plan	11.41	8.69	41	2.76	1.74	41	3.37	1.62	41
Knowledge of Religious Influences	11.38	7.01	41	2.89	1.30	41	3.41	1.14	41
Assessing CP Unit Performance	11.17	6.57	41	2.67	1.28	41	3.78	1.25	41
Cross-Cultural Team Building	10.85	7.88	41	2.76	1.58	41	3.59	1.32	41
Understanding CP	10.77	6.42	41	2.67	1.25	41	3.33	1.23	41
Judging by CP's Standards	10.49	8.50	41	2.76	1.76	41	3.07	1.52	41
Suppressing Cultural Bias	10.04	7.70	41	2.56	1.52	41	3.20	1.43	40
Dealing with Corruption	9.71	7.89	41	2.33	1.62	41	3.06	1.65	41
Tailoring Interactions to Cultural Demographics	9.70	6.39	41	2.42	1.27	41	3.26	1.25	41
Managing Interpersonal Conflict	9.37	7.26	41	2.41	1.48	41	3.28	1.54	40
Managing a Training Program	9.36	7.63	39	2.44	1.50	39	3.15	1.63	39

<i>Medic KSAs</i>	<u>F-I</u>			<u>Frequency</u>			<u>Importance</u>		
	<i>M</i>	<i>SD</i>	<i>N</i>	<i>M</i>	<i>SD</i>	<i>N</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Managing Perceptions About the Advisor Team	9.32	8.25	41	2.34	1.64	41	3.10	1.67	41
Instructing CP without Interpreter	9.15	8.30	40	2.35	1.76	40	3.20	1.64	40
Informing and Engaging Coalition Forces	9.12	7.39	41	2.24	1.49	41	2.88	1.66	40
Using Nonverbal Behavior	8.84	7.69	38	2.39	1.55	38	2.80	1.48	38
Preparing CP for Negotiations/Meetings	8.44	8.47	41	2.15	1.73	41	2.85	1.81	41
Using Proactive Influence Tactics	8.20	5.50	41	2.14	1.18	41	2.78	1.12	41
Building Consensus	8.20	7.82	41	2.15	1.67	41	2.78	1.80	40
Understanding the Operating Environment	8.01	6.15	41	2.14	1.28	41	2.76	1.40	41
Interacting with Foreign Coalition Forces	7.91	7.67	41	2.15	1.64	41	2.68	1.58	40
Leveraging Cultural Knowledge	6.48	5.36	41	1.72	1.20	41	2.49	1.28	40
Managing Information	6.12	5.86	41	1.57	1.30	41	2.48	1.54	40
Working with Unfamiliar Interpreter	6.00	5.40	41	1.76	1.20	41	2.85	1.75	41
Maintaining a Conversation in CP Language	3.29	5.16	41	0.91	1.21	41	1.45	1.38	40
Working with an Unvetted Interpreter	1.68	4.00	41	0.63	1.20	41	1.50	1.90	40
Reading and Writing in CP Language	1.11	3.78	41	0.34	1.02	41	0.94	1.36	41

Note. Frequency Ratings: 5= More than once a day, 4 = Once a day, 3 = Once a week, 2 = Once a month, 1 = A few times, 0 = Did not perform. Importance Ratings: 5= Extremely important, 4 = Very important, 3 = Moderately important, 2 = Some importance, 1 = Little importance, 0 = None

Table A-37***Means and Standard Deviations for Frequency Ratings of NCOIC Activities***

<i>NCOIC Activities (Frequency)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Demonstrate a positive attitude.	4.00	1.19	25
Communicate through an interpreter.	4.00	1.00	25
Conduct a meeting through an interpreter.	3.96	1.10	25
Serve as a role model for your counterpart.	3.92	1.26	25
Exhibit a strong work ethic.	3.92	1.08	25
Read the facial expressions of individuals from your counterpart's culture.	3.88	1.42	25
Exchanging common greetings in your counterpart's language.	3.84	1.57	25
Be tactful toward individuals from another culture.	3.80	0.96	25
Interpret the body language of individuals from your counterpart's culture.	3.80	1.53	25
Understand your interpreter's cultural biases.	3.71	1.27	24
Demonstrate tolerance toward individuals from another culture.	3.68	1.18	25
Speak common words in your counterpart's language.	3.68	1.49	25
Behave respectfully within the constraints of the relevant culture.	3.64	1.22	25
Actively listen to individuals from another culture.	3.60	0.96	25
Understand the background of your interpreter.	3.52	1.44	23
Evaluate the trustworthiness of your interpreter.	3.52	1.34	23
Interpret the gestures of individuals from your counterpart's culture.	3.52	1.61	25
Spend "unstructured time" with your interpreter.	3.48	1.33	25
Understand the capabilities of your interpreter.	3.48	1.24	23
Establish your credibility with your counterpart.	3.44	1.36	25
Build a close relationship with your counterpart.	3.44	1.47	25
Demonstrate to your counterpart that the transition team provides something of value.	3.44	1.56	25
Recognize differences between U.S. military culture and your counterpart's military culture.	3.44	1.33	25
Become comfortable with non-Western cultural norms.	3.36	1.52	25
Use gestures commonly found in the host nation's culture.	3.32	1.80	25
Communicate to your counterpart that you respect him.	3.32	1.25	25
Take advantage of the concept of honor in your counterpart's culture.	3.28	1.49	25
Recognize differences between Western culture and your counterpart's culture.	3.28	1.49	25
Ask about your counterpart's Family.	3.28	1.46	25
Adjust the way you treated individuals from the other culture, depending on their age.	3.21	1.38	24
Instruct a counterpart with the aid of an interpreter.	3.20	1.53	25
Adjust the way you treated individuals from the other culture, depending on their rank.	3.16	1.72	25
Prepare an interpreter for a meeting.	3.12	1.69	25

<i>NCOIC Activities (Frequency)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Understand the background of your counterpart.	3.12	1.33	25
Gain the trust of individuals from the relevant culture.	3.12	1.39	25
Spend "unstructured time" with your counterpart.	3.08	1.47	25
Influence how your counterpart perceives your transition team.	3.04	1.43	25
Influence how your counterpart perceives you.	3.00	1.44	25
Demonstrate enthusiasm of the transition team work to your counterpart.	3.00	1.55	25
Determine which information to provide and withhold from a counterpart.	3.00	1.62	24
Capitalize on what motivates your counterpart.	3.00	1.68	25
Become comfortable with eating the food of another culture.	3.00	1.44	25
Understand how religion impacts the current operating environment.	2.92	1.41	25
Predict how your counterpart will behave.	2.92	1.63	25
Stress unity of effort/purpose with one's counterpart.	2.88	1.42	25
Limit how your cultural bias affects your perceptions of your counterpart's behavior.	2.88	1.42	25
Capitalize on the similarities between your beliefs, values, and goals and those of your counterpart.	2.84	1.46	25
Teach or instruct a counterpart in acquiring or improving a skill or ability.	2.84	1.34	25
Understand the implications of religion for military operations.	2.83	1.58	24
Mentor or provide a counterpart with advice or counsel to assist him in making a decision through a mutually developed bond of trust.	2.80	1.44	25
Express compassion toward individuals of a different culture.	2.80	1.61	25
Recognize how your counterpart's understanding of time impacts his behavior and decisions.	2.80	1.61	25
Praise your counterpart for good performance.	2.80	1.32	25
Prepare one's transition team for a meeting in which an interpreter would be used.	2.76	1.69	25
Take advantage of the role of reconciliation in your counterpart's culture.	2.72	1.67	25
Follow-up with your counterpart to ensure that work has been accomplished.	2.72	1.06	25
Coach or guide a counterpart to reach the next level of knowledge or skill.	2.72	1.43	25
Prevent personal feelings toward your counterpart from interfering with the transition team mission.	2.72	1.40	25
Demonstrate support for your counterpart (increase authority and legitimacy by deferring, promoting, remaining in the shadows as much as possible).	2.72	1.31	25
Interact with U.S. coalition forces (non-transition team members).	2.71	1.65	24
Recognize when individuals from the other culture were trying to manipulate you.	2.70	1.74	23
Capitalize on your counterpart's perspective or point of view.	2.68	1.49	25
Take advantage of the role of power and authority in the relevant culture.	2.68	1.73	25
Stress the legitimacy of the transition team work.	2.64	1.52	25
Identify the training needs of your counterpart.	2.64	1.44	25

<i>NCOIC Activities (Frequency)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Identify the training needs of your counterpart's unit.	2.60	1.22	25
Stress sustainability to the counterpart.	2.58	1.35	24
Apply principles of team building in a cross-cultural setting.	2.56	1.61	25
Be supportive of a counterpart's decisions and activities.	2.52	1.29	25
Communicate organizational goals and objectives to the counterpart.	2.52	1.56	25
Deal with U.S. coalition partners who do not understand the transition team purpose and mission.	2.50	1.56	24
Capitalize on your counterpart's belief system.	2.48	1.73	25
Take advantage of the concept of hospitality in your counterpart's culture.	2.44	1.69	25
Apply pressure tactics as a way to influence your counterpart.	2.44	1.42	25
Understand the history of different religions found in your operating area.	2.40	1.53	25
Use rational persuasion (i.e., provide logical arguments and evidence) to influence your counterpart.	2.40	1.50	25
Influence your counterpart to adopt a course of action by telling him that you would collaborate (e.g., indicate that you would cooperate or provide resources).	2.40	1.73	25
Explain to your counterpart how compliance with your request would benefit him (i.e., apply "apprising" tactics to influence your counterpart).	2.40	1.38	25
Assess the impact of information on military factors.	2.38	1.50	24
Understand the general theology of different religions found in your operating area.	2.36	1.60	25
Judge your counterpart's actions according to his cultural standards.	2.36	1.80	25
Speak to others in the host nation's language.	2.36	1.80	25
Gain commitment from the counterpart and the counterpart's team.	2.36	1.41	25
Assess the strengths and weaknesses of your counterpart's unit.	2.33	1.49	24
Share personal information about yourself with your interpreter.	2.32	1.52	25
Assess the readiness of your counterpart's unit to perform missions.	2.28	1.46	25
Use knowledge about social influences to understand the behavior of an individual from the relevant culture.	2.28	1.54	25
Become comfortable with same-sex activities (e.g., male-male hand holding, kissing during greetings).	2.28	1.84	25
Take advantage of how historical events are relevant to the current operating environment.	2.24	1.42	25
Use knowledge about customs and traditions to understand the behavior of an individual from the relevant culture.	2.24	1.51	25
Use personal appeal (i.e., ask an individual to comply out of loyalty or friendship) to influence your counterpart.	2.24	1.64	25
Display the body language and posture commonly found in the host nation's culture.	2.24	1.79	25
Appeal to the emotions of your counterpart (i.e., engage in inspirational influence tactics) to influence him.	2.21	1.74	24
Share your personal history or information with your counterpart.	2.21	1.35	24
Give your counterpart feedback for poor performance.	2.20	1.41	25

<i>NCOIC Activities (Frequency)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Manage a training program that targets individuals from another culture.	2.20	1.78	25
Employ a Rapport Plan (continuously plan, execute, and refine methods to increase the closeness of the relationship with your counterpart).	2.20	1.53	25
Use your legitimate authority (i.e., your position, rank, or status) to influence your counterpart.	2.16	1.68	25
Use knowledge about military influences to understand the behavior of an individual from the relevant culture.	2.16	1.49	25
Use knowledge about religious influences to understand the behavior of an individual from the relevant culture.	2.12	1.54	25
Establish short term goals for your counterpart to accomplish.	2.12	1.13	25
Adjust the way you treated individuals from the other culture, depending on their social status.	2.08	1.66	25
Identify sources of corruption in the local environment.	2.04	1.40	25
Adjust the way you treated individuals from the other culture, depending on their gender.	2.04	1.84	25
Build a consensus with individuals from the relevant culture.	2.00	1.53	25
Identify and manage potential divisions among religious groups.	2.00	1.68	25
Use knowledge about professional influences to understand the behavior of an individual from the relevant culture.	1.96	1.24	25
Assess the impact of information on social factors.	1.96	1.49	23
Communicate the long term goals of the U.S. military to your counterpart.	1.92	1.19	25
Manage interpersonal conflict effectively in a cross-cultural setting.	1.88	1.48	25
Deal with corruption in your counterpart's organization.	1.84	1.28	25
Use knowledge about tribal influences to understand the behavior of an individual from the relevant culture.	1.84	1.43	25
Take advantage of the host nation's military culture.	1.84	1.52	25
Use knowledge about economic influences to understand the behavior of an individual from the relevant culture.	1.84	1.37	25
Use knowledge about educational influences to understand the behavior of an individual from the relevant culture.	1.84	1.40	25
Find ways to deal with or work around corruption in the local environment.	1.80	1.47	25
Use knowledge about geography to understand the behavior of an individual from the relevant culture.	1.80	1.41	25
Explain the role of the transition team to coalition forces.	1.76	1.36	25
Instruct a counterpart without the aid of an interpreter.	1.76	1.39	25
Display the facial expressions commonly used by individuals from the host nation.	1.76	1.85	25
Let your counterpart participate in transition team activities or decisions in order to gain his compliance and commitment (i.e., use participation as an influence tactic).	1.72	1.77	25
Deal with chain of command issues with coalition forces	1.71	1.88	24
Use knowledge about historical influences to understand the behavior of an individual from the relevant culture.	1.71	1.46	24

<i>NCOIC Activities (Frequency)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Preparing your counterpart to conduct negotiations and meetings.	1.68	1.46	25
Assess the impact of information on local economic factors.	1.67	1.43	24
Stress to coalition forces that the advisor is not in command of the counterpart.	1.67	1.40	24
Interact with foreign coalition forces.	1.67	1.71	24
Restrict sensitive information provided to a counterpart.	1.65	1.40	23
Take advantage of the social hierarchy of the relevant culture.	1.64	1.47	25
Work with an unfamiliar interpreter.	1.63	1.44	24
Offer your counterpart a desired item or action in exchange for compliance with a request (i.e., us exchange tactics as a way to influence your counterpart).	1.60	1.44	25
Use knowledge about criminal influences to understand the behavior of an individual from the relevant culture.	1.56	1.42	25
Manage the release of information to local civilians.	1.50	1.79	24
Use knowledge about demographic influences (e.g., age, sex) to understand the behavior of an individual from the relevant culture.	1.48	1.29	25
Assess the impact of information on politics.	1.46	1.44	24
Provide symbolic rewards (e.g., certificates, coins) to your counterpart for good performance.	1.36	1.11	25
Adjust the way you treated individuals from the other culture, depending on his/her tribal affiliation.	1.36	1.50	25
Promote your counterpart's authority to coalition forces.	1.29	1.49	24
Disclose sensitive information to a counterpart.	1.21	1.50	24
Deal with foreign coalition partners who do not understand the transition team purpose and mission.	1.12	1.17	25
Prepare coalition partners to conduct cross-cultural negotiations and meetings.	1.09	1.44	23
Talk about economic issues in your counterpart's language	0.96	1.46	25
Talk about tribal issues in your counterpart's language.	0.92	1.26	25
Capitalize on the concept of "revenge" in your counterpart's culture.	0.67	1.13	24
Work with an interpreter from the local population who has not been vetted.	0.64	1.04	25
Talk about Family in your counterpart's language.	0.64	0.99	25
Talk about religion in your counterpart's language.	0.44	0.82	25
Talk about politics in your counterpart's language.	0.44	1.04	25
Talk about sports in your counterpart's language.	0.32	0.63	25
Read the host nation's language.	0.16	0.62	25
Write in the host nation's language.	0.04	0.20	25
<i>Note.</i> 5= More than once a day, 4 = Once a day, 3 = Once a week, 2 = Once a month, 1 = A few times, 0 = Did not perform			

Table A-38***Means and Standard Deviations for Importance Ratings of NCOIC Activities***

<i>NCOIC Activities (Importance)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Evaluate the trustworthiness of your interpreter.	4.50	0.66	24
Communicate through an interpreter.	4.32	1.07	25
Serve as a role model for your counterpart.	4.24	1.20	25
Be tactful toward individuals from another culture.	4.20	0.91	25
Understand your interpreter's cultural biases.	4.16	0.99	25
Exhibit a strong work ethic.	4.16	1.21	25
Demonstrate a positive attitude.	4.04	1.27	25
Conduct a meeting through an interpreter.	4.00	1.22	25
Behave respectfully within the constraints of the relevant culture.	4.00	1.29	25
Demonstrate tolerance toward individuals from another culture.	4.00	1.29	24
Actively listen to individuals from another culture.	4.00	1.02	24
Understand the capabilities of your interpreter.	4.00	1.32	24
Deal with corruption in your counterpart's organization.	3.92	1.41	25
Communicate to your counterpart that you respect him.	3.92	1.22	25
Gain the trust of individuals from the relevant culture.	3.88	1.27	25
Identify the training needs of your counterpart's unit.	3.88	1.30	25
Understand the background of your counterpart.	3.88	1.24	25
Establish your credibility with your counterpart.	3.88	1.27	25
Spend "unstructured time" with your counterpart.	3.88	1.33	25
Interpret the body language of individuals from your counterpart's culture.	3.84	1.55	25
Ask about your counterpart's Family.	3.83	1.47	23
Identify the training needs of your counterpart.	3.80	1.22	25
Demonstrate to your counterpart that the transition team provides something of value.	3.80	1.29	25
Recognize differences between U.S. military culture and your counterpart's military culture.	3.80	1.41	25
Read the facial expressions of individuals from your counterpart's culture.	3.80	1.38	25
Understand the background of your interpreter.	3.79	1.18	24
Recognize when individuals from the other culture were trying to manipulate you.	3.78	1.44	23
Exchanging common greetings in your counterpart's language.	3.75	1.51	24
Build a close relationship with your counterpart.	3.72	1.31	25
Praise your counterpart for good performance.	3.72	1.43	25
Recognize differences between Western culture and your counterpart's culture.	3.72	1.62	25
Identify sources of corruption in the local environment.	3.68	1.03	25
Instruct a counterpart with the aid of an interpreter.	3.68	1.57	25

<i>NCOIC Activities (Importance)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Mentor or provide a counterpart with advice or counsel to assist him in making a decision through a mutually developed bond of trust.	3.68	1.41	25
Become comfortable with eating the food of another culture.	3.68	1.41	25
Follow-up with your counterpart to ensure that work has been accomplished.	3.64	1.19	25
Recognize how your counterpart's understanding of time impacts his behavior and decisions.	3.64	1.52	25
Capitalize on what motivates your counterpart.	3.64	1.44	25
Speak common words in your counterpart's language.	3.64	1.47	25
Understand how religion impacts the current operating environment.	3.64	1.19	25
Take advantage of the concept of honor in your counterpart's culture.	3.64	1.52	25
Influence how your counterpart perceives your transition team.	3.64	1.32	25
Stress unity of effort/purpose with one's counterpart.	3.60	1.26	25
Interpret the gestures of individuals from your counterpart's culture.	3.60	1.61	25
Adjust the way you treated individuals from the other culture, depending on their age.	3.58	1.56	24
Be supportive of a counterpart's decisions and activities.	3.56	1.26	25
Gain commitment from the counterpart and the counterpart's team.	3.56	1.39	25
Understand the implications of religion for military operations.	3.54	1.28	24
Determine which information to provide and withhold from a counterpart.	3.54	1.64	24
Interact with U.S. coalition forces (non-transition team members).	3.54	1.64	24
Teach or instruct a counterpart in acquiring or improving a skill or ability.	3.52	1.42	25
Prepare an interpreter for a meeting.	3.52	1.69	25
Become comfortable with non-Western cultural norms.	3.52	1.73	25
Deal with U.S. coalition partners who do not understand the transition team purpose and mission.	3.50	1.67	24
Use gestures commonly found in the host nation's culture.	3.50	1.67	24
Assess the readiness of your counterpart's unit to perform missions.	3.50	1.59	24
Spend "unstructured time" with your interpreter.	3.50	1.18	24
Coach or guide a counterpart to reach the next level of knowledge or skill.	3.48	1.48	25
Establish short term goals for your counterpart to accomplish.	3.48	1.45	25
Predict how your counterpart will behave.	3.48	1.39	25
Adjust the way you treated individuals from the other culture, depending on their rank.	3.48	1.69	25
Find ways to deal with or work around corruption in the local environment.	3.44	1.36	25
Assess the strengths and weaknesses of your counterpart's unit.	3.44	1.64	25
Prevent personal feelings toward your counterpart from interfering with the transition team mission.	3.44	1.47	25
Give your counterpart feedback for poor performance.	3.40	1.68	25
Influence how your counterpart perceives you.	3.40	1.44	25

<i>NCOIC Activities (Importance)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Demonstrate enthusiasm of the transition team work to your counterpart.	3.40	1.55	25
Take advantage of how historical events are relevant to the current operating environment.	3.36	1.11	25
Stress the legitimacy of the transition team work.	3.36	1.58	25
Take advantage of the role of power and authority in the relevant culture.	3.36	1.60	25
Limit how your cultural bias affects your perceptions of your counterpart's behavior.	3.36	1.38	25
Restrict sensitive information provided to a counterpart.	3.33	1.83	24
Express compassion toward individuals of a different culture.	3.32	1.46	25
Understand the general theology of different religions found in your operating area.	3.32	1.49	25
Demonstrate support for your counterpart (increase authority and legitimacy by deferring, promoting, remaining in the shadows as much as possible).	3.32	1.49	25
Communicate organizational goals and objectives to the counterpart.	3.29	1.57	24
Capitalize on your counterpart's belief system.	3.28	1.51	25
Capitalize on your counterpart's perspective or point of view.	3.28	1.40	25
Understand the history of different religions found in your operating area.	3.28	1.34	25
Stress sustainability to the counterpart.	3.25	1.62	24
Capitalize on the similarities between your beliefs, values, and goals and those of your counterpart.	3.24	1.39	25
Take advantage of the concept of hospitality in your counterpart's culture.	3.20	1.76	25
Apply principles of team building in a cross-cultural setting.	3.20	1.58	25
Explain the role of the transition team to coalition forces.	3.20	1.80	25
Take advantage of the role of reconciliation in your counterpart's culture.	3.17	1.74	24
Explain to your counterpart how compliance with your request would benefit him (i.e., apply "apprising" tactics to influence your counterpart).	3.16	1.55	25
Share your personal history or information with your counterpart.	3.08	1.38	24
Apply pressure tactics as a way to influence your counterpart.	3.08	1.41	25
Prepare one's transition team for a meeting in which an interpreter would be used.	3.08	1.85	25
Use rational persuasion (i.e., provide logical arguments and evidence) to influence your counterpart.	3.08	1.58	25
Provide symbolic rewards (e.g., certificates, coins) to your counterpart for good performance.	3.08	1.75	25
Assess the impact of information on military factors.	3.04	1.73	24
Use knowledge about customs and traditions to understand the behavior of an individual from the relevant culture.	3.04	1.49	25
Identify and manage potential divisions among religious groups.	3.04	1.65	25
Use knowledge about military influences to understand the behavior of an individual from the relevant culture.	3.04	1.31	25
Stress to coalition forces that the advisor is not in command of the counterpart.	3.00	1.73	23

<i>NCOIC Activities (Importance)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Use knowledge about social influences to understand the behavior of an individual from the relevant culture.	3.00	1.68	25
Judge your counterpart's actions according to his cultural standards.	3.00	1.53	25
Communicate the long term goals of the U.S. military to your counterpart.	2.92	1.53	25
Influence your counterpart to adopt a course of action by telling him that you would collaborate (e.g., indicate that you would cooperate or provide resources).	2.92	1.66	25
Use knowledge about religious influences to understand the behavior of an individual from the relevant culture.	2.92	1.55	25
Display the body language and posture commonly found in the host nation's culture.	2.92	1.61	24
Speak to others in the host nation's language.	2.91	1.65	23
Employ a Rapport Plan (continuously plan, execute, and refine methods to increase the closeness of the relationship with your counterpart).	2.84	1.72	25
Share personal information about yourself with your interpreter.	2.84	1.52	25
Use knowledge about professional influences to understand the behavior of an individual from the relevant culture.	2.80	1.50	25
Adjust the way you treated individuals from the other culture, depending on their social status.	2.80	1.76	25
Use knowledge about educational influences to understand the behavior of an individual from the relevant culture.	2.80	1.66	25
Use personal appeal (i.e., ask an individual to comply out of loyalty or friendship) to influence your counterpart.	2.80	1.76	25
Become comfortable with same-sex activities (e.g., male-male hand holding, kissing during greetings).	2.79	1.98	24
Interact with foreign coalition forces.	2.78	2.04	23
Appeal to the emotions of your counterpart (i.e., engage in inspirational influence tactics) to influence him.	2.75	1.80	24
Use knowledge about tribal influences to understand the behavior of an individual from the relevant culture.	2.72	1.54	25
Manage a training program that targets individuals from another culture.	2.72	1.90	25
Use knowledge about economic influences to understand the behavior of an individual from the relevant culture.	2.72	1.49	25
Use knowledge about historical influences to understand the behavior of an individual from the relevant culture.	2.72	1.62	25
Instruct a counterpart without the aid of an interpreter.	2.72	1.57	25
Manage the release of information to local civilians.	2.71	2.03	24
Adjust the way you treated individuals from the other culture, depending on their gender.	2.68	1.93	25
Assess the impact of information on local economic factors.	2.67	1.76	24
Manage interpersonal conflict effectively in a cross-cultural setting.	2.64	1.66	25
Take advantage of the social hierarchy of the relevant culture.	2.64	1.52	25
Promote your counterpart's authority to coalition forces.	2.58	1.64	24

<i>NCOIC Activities (Importance)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Assess the impact of information on social factors.	2.58	1.89	24
Deal with chain of command issues with coalition forces	2.57	2.02	23
Use knowledge about geography to understand the behavior of an individual from the relevant culture.	2.56	1.61	25
Use your legitimate authority (i.e., your position, rank, or status) to influence your counterpart.	2.56	1.69	25
Use knowledge about demographic influences (e.g., age, sex) to understand the behavior of an individual from the relevant culture.	2.48	1.58	25
Use knowledge about criminal influences to understand the behavior of an individual from the relevant culture.	2.48	1.71	25
Display the facial expressions commonly used by individuals from the host nation.	2.46	1.79	24
Disclose sensitive information to a counterpart.	2.46	2.02	24
Preparing your counterpart to conduct negotiations and meetings.	2.44	1.83	25
Work with an unfamiliar interpreter.	2.38	1.76	24
Deal with foreign coalition partners who do not understand the transition team purpose and mission.	2.32	1.86	25
Take advantage of the host nation's military culture.	2.32	1.70	25
Build a consensus with individuals from the relevant culture.	2.32	1.68	25
Prepare coalition partners to conduct cross-cultural negotiations and meetings.	2.25	1.85	24
Let your counterpart participate in transition team activities or decisions in order to gain his compliance and commitment (i.e., use participation as an influence tactic).	2.24	1.85	25
Offer your counterpart a desired item or action in exchange for compliance with a request (i.e., use exchange tactics as a way to influence your counterpart).	2.24	1.64	25
Assess the impact of information on politics.	2.21	1.96	24
Adjust the way you treated individuals from the other culture, depending on his/her tribal affiliation.	1.84	1.68	25
Talk about Family in your counterpart's language.	1.83	1.75	23
Talk about economic issues in your counterpart's language	1.74	1.54	23
Talk about tribal issues in your counterpart's language.	1.74	1.51	23
Capitalize on the concept of "revenge" in your counterpart's culture.	1.46	1.64	24
Work with an interpreter from the local population who has not been vetted.	1.42	1.79	24
Talk about religion in your counterpart's language.	1.35	1.56	23
Talk about politics in your counterpart's language.	0.91	1.44	23
Read the host nation's language.	0.91	1.31	23
Talk about sports in your counterpart's language.	0.78	1.28	23
Write in the host nation's language.	0.74	1.21	23

Note. 5= Extremely important, 4 = Very important, 3 = Moderately important, 2 = Some importance, 1 = Little importance, 0 = None

Table A-39***Means and Standard Deviations for F-I Ratings of NCOIC Activities***

<i>NCOIC Activities (F-I Composite)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Communicate through an interpreter.	18.08	6.79	25
Serve as a role model for your counterpart.	17.64	7.54	25
Exhibit a strong work ethic.	17.40	7.43	25
Demonstrate a positive attitude.	17.20	7.72	25
Conduct a meeting through an interpreter.	16.96	7.00	25
Be tactful toward individuals from another culture.	16.56	6.56	25
Evaluate the trustworthiness of your interpreter.	16.48	6.91	23
Read the facial expressions of individuals from your counterpart's culture.	16.40	7.90	25
Interpret the body language of individuals from your counterpart's culture.	16.40	8.47	25
Understand your interpreter's cultural biases.	16.29	6.64	24
Exchange common greetings in your counterpart's language.	16.04	8.67	25
Demonstrate tolerance toward individuals from another culture.	16.00	7.39	24
Behave respectfully within the constraints of the relevant culture.	15.96	7.14	25
Speak common words in your counterpart's language.	15.20	8.33	25
Understand the capabilities of your interpreter.	15.04	7.02	23
Actively listen to individuals from another culture.	14.92	6.32	24
Interpret the gestures of individuals from your counterpart's culture.	14.84	8.49	25
Ask about your counterpart's Family.	14.52	8.55	23
Recognize differences between U.S. military culture and your counterpart's military culture.	14.40	8.10	25
Understand the background of your interpreter.	14.35	7.94	23
Communicate to your counterpart that you respect him.	14.24	7.29	25
Demonstrate to your counterpart that the transition team provides something of value.	14.16	8.49	25
Establish your credibility with your counterpart.	14.16	7.97	25
Build a close relationship with your counterpart.	14.12	8.47	25
Use gestures commonly found in the host nation's culture.	14.00	8.86	25
Become comfortable with non-Western cultural norms.	13.88	8.59	25
Recognize differences between Western culture and your counterpart's culture.	13.84	8.61	25
Take advantage of the concept of honor in your counterpart's culture.	13.80	8.38	25
Prepare an interpreter for a meeting.	13.44	9.03	25
Understand the background of your counterpart.	13.40	7.77	25
Spend "unstructured time" with your interpreter.	13.33	7.12	24
Spend "unstructured time" with your counterpart.	13.20	7.52	25
Adjust the way you treated individuals from the other culture, depending on their rank.	13.20	8.31	25

<i>NCOIC Activities (F-I Composite)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Adjust the way you treated individuals from the other culture, depending on their age.	13.17	7.45	24
Instruct a counterpart with the aid of an interpreter.	13.16	8.25	25
Gain the trust of individuals from the relevant culture.	13.04	7.93	25
Determine which information to provide and withhold from a counterpart.	12.58	8.88	24
Become comfortable with eating the food of another culture.	12.56	8.18	25
Capitalize on what motivates your counterpart.	12.48	9.37	25
Influence how your counterpart perceives your transition team.	12.36	7.81	25
Recognize when individuals from the other culture were trying to manipulate you.	11.91	8.62	23
Praise your counterpart for good performance.	11.88	7.00	25
Recognize how your counterpart's understanding of time impacts his behavior and decisions.	11.88	8.40	25
Influence how your counterpart perceives you.	11.88	8.02	25
Demonstrate enthusiasm of the transition team work to your counterpart.	11.88	8.64	25
Understand how religion impacts the current operating environment.	11.64	7.31	25
Interact with U.S. coalition forces (non-transition team members).	11.63	9.44	24
Predict how your counterpart will behave.	11.52	8.23	25
Mentor or provide a counterpart with advice or counsel to assist him in making a decision through a mutually developed bond of trust.	11.28	7.76	25
Prepare one's transition team for a meeting in which an interpreter would be used.	11.16	9.03	25
Understand the implications of religion for military operations.	11.08	7.98	24
Express compassion toward individuals of a different culture.	11.08	8.35	25
Teach or instruct a counterpart in acquiring or improving a skill or ability.	10.92	7.41	25
Identify the training needs of your counterpart's unit.	10.92	6.16	25
Identify the training needs of your counterpart.	10.92	6.99	25
Stress unity of effort/purpose with one's counterpart.	10.84	7.03	25
Capitalize on the similarities between your beliefs, values, and goals and those of your counterpart.	10.84	7.31	25
Follow-up with your counterpart to ensure that work has been accomplished.	10.64	5.77	25
Take advantage of the role of power and authority in the relevant culture.	10.60	8.93	25
Take advantage of the role of reconciliation in your counterpart's culture.	10.54	8.49	24
Deal with U.S. coalition partners who do not understand the transition team purpose and mission.	10.50	8.69	24
Coach or guide a counterpart to reach the next level of knowledge or skill.	10.48	7.43	25
Limit how your cultural bias affects your perceptions of your counterpart's behavior.	10.44	7.29	25
Demonstrate support for your counterpart (increase authority and legitimacy by deferring, promoting, remaining in the shadows as much as possible).	10.40	7.34	25
Take advantage of the concept of hospitality in your counterpart's culture.	10.36	8.68	25

<i>NCOIC Activities (F-I Composite)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Prevent personal feelings toward your counterpart from interfering with the transition team mission.	10.28	7.28	25
Capitalize on your counterpart's perspective or point of view.	9.96	7.60	25
Capitalize on your counterpart's belief system.	9.88	9.08	25
Stress sustainability to the counterpart.	9.88	7.41	24
Communicate organizational goals and objectives to the counterpart.	9.83	8.17	24
Be supportive of a counterpart's decisions and activities.	9.80	6.96	25
Stress the legitimacy of the transition team work.	9.72	7.98	25
Apply principles of team building in a cross-cultural setting.	9.72	8.37	25
Assess the strengths and weaknesses of your counterpart's unit.	9.71	7.42	24
Assess the readiness of your counterpart's unit to perform missions.	9.71	7.49	24
Gain commitment from the counterpart and the counterpart's team.	9.52	7.15	25
Judge your counterpart's actions according to his cultural standards.	9.32	8.31	25
Influence your counterpart to adopt a course of action by telling him that you would collaborate (e.g., indicate that you would cooperate or provide resources).	9.16	8.27	25
Become comfortable with same-sex activities (e.g., male-male hand holding, kissing during greetings).	9.08	9.04	25
Explain to your counterpart how compliance with your request would benefit him (i.e., apply "apprising" tactics to influence your counterpart).	9.04	7.48	25
Assess the impact of information on military factors.	9.00	7.08	24
Use rational persuasion (i.e., provide logical arguments and evidence) to influence your counterpart.	9.00	7.77	25
Give your counterpart feedback for poor performance.	8.96	7.17	25
Understand the general theology of different religions found in your operating area.	8.96	8.01	25
Understand the history of different religions found in your operating area.	8.72	7.33	25
Use knowledge about social influences to understand the behavior of an individual from the relevant culture.	8.72	7.99	25
Take advantage of how historical events relate to the current operating environment.	8.68	7.12	25
Display the body language and posture commonly found in the host nation's culture.	8.56	8.21	25
Speak to others in the host nation's language.	8.54	7.41	24
Apply pressure tactics as a way to influence your counterpart.	8.52	6.41	25
Appeal to the emotions of your counterpart (i.e., engage in inspirational influence tactics) to influence him.	8.42	8.15	24
Establish short term goals for your counterpart to accomplish.	8.40	5.84	25
Employ a Rapport Plan (continuously plan, execute, and refine methods to increase the closeness of the relationship with your counterpart).	8.40	7.79	25
Use personal appeal (i.e., ask an individual to comply out of loyalty or friendship) to influence your counterpart.	8.36	7.97	25
Share personal information about yourself with your interpreter.	8.28	7.02	25

<i>NCOIC Activities (F-I Composite)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Manage a training program that targets individuals from another culture.	8.28	8.43	25
Share your personal history or information with your counterpart.	8.17	6.89	23
Adjust the way you treated individuals from the other culture, depending on their social status.	8.12	7.85	25
Identify sources of corruption in the local environment.	8.04	6.72	25
Adjust the way you treated individuals from the other culture, depending on their gender.	8.00	8.13	25
Use knowledge about customs and traditions to understand the behavior of an individual from the relevant culture.	8.00	7.23	25
Deal with corruption in your counterpart's organization.	7.92	6.37	25
Use knowledge about military influences to understand the behavior of an individual from the relevant culture.	7.44	7.09	25
Identify and manage potential divisions among religious groups.	7.44	7.43	25
Use your legitimate authority (i.e., your position, rank, or status) to influence your counterpart.	7.36	7.65	25
Use knowledge about religious influences to understand the behavior of an individual from the relevant culture.	7.32	7.24	25
Interact with foreign coalition forces.	7.17	8.75	24
Assess the impact of information on social factors.	7.13	7.08	23
Explain the role of the transition team to coalition forces.	7.08	6.82	25
Find ways to deal with or work around corruption in the local environment.	7.04	7.08	25
Communicate the long term goals of the U.S. military to your counterpart.	6.96	5.76	25
Build a consensus with individuals from the relevant culture.	6.88	7.52	25
Use knowledge about educational influences to understand the behavior of an individual from the relevant culture.	6.72	6.99	25
Display the facial expressions commonly used by individuals from the host nation.	6.64	8.36	25
Deal with chain of command issues with coalition forces.	6.48	8.44	23
Use knowledge about historical influences to understand the behavior of an individual from the relevant culture.	6.42	6.85	24
Use knowledge about economic influences to understand the behavior of an individual from the relevant culture.	6.36	6.02	25
Use knowledge about professional influences to understand the behavior of an individual from the relevant culture.	6.32	5.57	25
Use knowledge about geography to understand the behavior of an individual from the relevant culture.	6.20	6.56	25
Manage interpersonal conflict effectively in a cross-cultural setting.	6.20	6.67	25
Manage the release of information to local civilians.	6.17	8.38	24
Use knowledge about tribal influences to understand the behavior of an individual from the relevant culture.	6.08	6.30	25
Restrict sensitive information provided to a counterpart.	6.04	6.21	23

<i>NCOIC Activities (F-I Composite)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Take advantage of the social hierarchy of the relevant culture.	6.04	6.68	25
Let your counterpart participate in transition team activities and decisions in order to gain his compliance and commitment (i.e., use participation as an influence tactic).	6.04	8.17	25
Take advantage of the host nation's military culture.	6.00	7.22	25
Stress to coalition forces that the advisor is not in command of the counterpart.	5.96	5.82	23
Prepare your counterpart to conduct negotiations and meetings.	5.88	7.32	25
Use knowledge about criminal influences to understand the behavior of an individual from the relevant culture.	5.72	6.54	25
Instruct a counterpart without the aid of an interpreter.	5.72	5.42	25
Work with an unfamiliar interpreter.	5.71	6.79	24
Assess the impact of information on local economic factors.	5.58	5.78	24
Provide symbolic rewards (e.g., certificates, coins) to your counterpart for good performance.	5.20	5.16	25
Use knowledge about demographic influences (e.g., age, sex) to understand the behavior of an individual from the relevant culture.	5.12	5.93	25
Offer your counterpart something that he wants in exchange for compliance with a request (i.e., use exchange tactics as a way to influence your counterpart).	5.00	5.70	25
Assess the impact of information on politics.	4.38	5.64	24
Adjust how you treat an individual from the other culture, depending on his/her tribal affiliation.	4.36	5.89	25
Promote your counterpart's authority to coalition forces.	4.17	5.55	24
Prepare coalition partners to conduct cross-cultural negotiations and meetings.	3.57	5.51	23
Deal with foreign coalition partners who do not understand the transition team purpose and mission.	3.56	4.71	25
Disclose sensitive information to a counterpart.	3.38	5.36	24
Talk about economic issues in your counterpart's language.	2.92	4.80	25
Talk about tribal issues in your counterpart's language.	2.64	4.21	25
Capitalize on the concept of "revenge" in your counterpart's culture.	2.25	4.42	24
Talk about Family in your counterpart's language.	2.08	3.87	25
Work with an interpreter from the local population who has not been vetted.	1.88	3.83	25
Talk about politics in your counterpart's language.	1.44	4.01	25
Talk about religion in your counterpart's language.	1.24	2.98	25
Talk about sports in your counterpart's language.	0.68	1.57	25
Read the host nation's language.	0.28	1.21	25
Write in the host nation's language.	0.08	0.40	25

Table A-40*Means and Standard Deviations for F-I, Frequency, and Importance Ratings of NCOIC KSAs*

<i>NCOIC KSAs</i>	<u>F-I</u>			<u>Frequency</u>			<u>Importance</u>		
	<i>M</i>	<i>SD</i>	<i>N</i>	<i>M</i>	<i>SD</i>	<i>N</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Role Modeling	16.03	7.03	25	3.71	1.10	25	3.96	1.20	25
Interpreting Nonverbal Behavior	15.88	7.95	25	3.73	1.46	25	3.75	1.48	25
Speaking Common Words in CP Language	15.62	7.92	25	3.76	1.40	25	3.69	1.47	24
Consideration and Respect	14.85	5.62	24	3.47	0.91	25	3.92	0.92	24
Using an Interpreter	14.28	5.56	23	3.38	0.98	23	3.75	0.89	24
Establishing Credibility	14.16	8.06	25	3.44	1.42	25	3.84	1.26	25
Instructing CP through Interpreter	13.16	8.25	25	3.20	1.53	25	3.68	1.57	25
Comparing One's Culture with CP Culture	13.03	7.35	25	3.19	1.25	25	3.59	1.29	25
Building Rapport	12.32	5.80	23	2.94	0.98	25	3.71	1.07	24
Managing Perceptions About the Advisor Team	12.12	7.39	25	3.02	1.35	25	3.52	1.24	25
Sensing Manipulation	11.91	8.62	23	2.70	1.74	23	3.78	1.44	23
Understanding CP	11.52	6.95	25	2.83	1.32	25	3.53	1.17	25
Suppressing Cultural Bias	11.25	6.92	25	2.85	1.23	25	3.35	1.34	25
Interacting with US Coalition Forces	11.06	7.81	24	2.60	1.35	24	3.52	1.51	24
Identifying Training Needs	10.92	6.44	25	2.62	1.32	25	3.84	1.24	25
Mentoring and Coaching	10.89	6.72	25	2.79	1.25	25	3.56	1.33	25
Using Nonverbal Behavior	9.73	6.78	25	2.44	1.51	25	3.00	1.51	23
Cross-Cultural Team Building	9.72	8.37	25	2.56	1.61	25	3.20	1.58	25
Communicating Legitimacy of Advisor Team Work	9.72	7.98	25	2.64	1.52	25	3.36	1.58	25
Assessing CP Unit Performance	9.71	7.39	24	2.33	1.46	24	3.52	1.57	24
Knowledge of Religious Influences	9.53	6.69	25	2.49	1.36	25	3.35	1.25	25
Judging by CP's Standards	9.32	8.31	25	2.36	1.80	25	3.00	1.53	25
Tailoring Interactions to Cultural Demographics	9.26	5.92	25	2.34	1.29	25	2.85	1.33	25
Managing CP Performance	9.17	5.38	25	2.27	1.00	25	3.46	1.31	25
Establishing Goals	9.16	5.43	25	2.40	1.04	25	3.30	1.17	25
Leveraging Cultural Knowledge	8.56	5.52	25	2.20	1.14	25	2.90	1.16	25

<i>NCOIC KSAs</i>	<u>F-I</u>			<u>Frequency</u>			<u>Importance</u>		
	<i>M</i>	<i>SD</i>	<i>N</i>	<i>M</i>	<i>SD</i>	<i>N</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Employing a Rapport Plan	8.40	7.79	25	2.20	1.53	25	2.84	1.72	25
Managing a Training Program	8.28	8.43	25	2.20	1.78	25	2.72	1.90	25
Using Proactive Influence Tactics	8.25	5.34	25	2.24	1.12	25	2.88	1.13	25
Dealing with Corruption	7.67	5.84	25	1.89	1.25	25	3.68	1.05	25
Building Consensus	6.88	7.52	25	2.00	1.53	25	2.32	1.68	25
Managing Information	6.83	4.71	24	1.86	1.03	24	2.82	1.48	24
Understanding the Operating Environment	6.70	5.38	25	1.90	1.20	25	2.77	1.28	25
Managing Interpersonal Conflict	6.20	6.67	25	1.88	1.48	25	2.64	1.66	25
Preparing CP for Negotiations/Meetings	5.88	7.32	25	1.68	1.46	25	2.44	1.83	25
Instructing CP without Interpreter	5.72	5.42	25	1.76	1.39	25	2.72	1.57	25
Working with Unfamiliar Interpreter	5.71	6.79	24	1.63	1.44	24	2.38	1.77	24
Interacting with Foreign Coalition Forces	5.44	5.68	24	1.42	1.27	24	2.59	1.73	23
Informing and Engaging Coalition Forces	5.35	4.74	23	1.48	1.22	24	2.70	1.50	23
Working with an Unvetted Interpreter	1.88	3.83	25	0.64	1.04	25	1.42	1.79	24
Maintaining a Conversation in CP Language	1.83	2.96	25	0.62	0.84	25	1.39	1.32	23
Reading and Writing in CP Language	0.18	0.63	25	0.10	0.32	25	0.83	1.21	23

Note. Frequency Ratings: 5= More than once a day, 4 = Once a day, 3 = Once a week, 2 = Once a month, 1 = A few times, 0 = Did not perform. Importance Ratings: 5= Extremely important, 4 = Very important, 3 = Moderately important, 2 = Some importance, 1 = Little importance, 0 = None

Table A-41***Means and Standard Deviations for Frequency Ratings of Operations Advisor Activities***

<i>Operations Advisor Activities (Frequency)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Exchanging common greetings in your counterpart's language.	3.82	1.62	73
Exhibit a strong work ethic.	3.78	1.25	74
Demonstrate a positive attitude.	3.73	1.27	74
Recognize differences between Western culture and your counterpart's culture.	3.65	1.34	74
Communicate through an interpreter.	3.65	1.37	74
Demonstrate tolerance toward individuals from another culture.	3.64	1.40	74
Be tactful toward individuals from another culture.	3.59	1.33	74
Speak common words in your counterpart's language.	3.58	1.62	73
Recognize differences between U.S. military culture and your counterpart's military culture.	3.57	1.35	74
Evaluate the trustworthiness of your interpreter.	3.52	1.56	73
Understand the capabilities of your interpreter.	3.42	1.43	73
Demonstrate to your counterpart that the transition team provides something of value.	3.41	1.32	74
Read the facial expressions of individuals from your counterpart's culture.	3.38	1.72	73
Establish your credibility with your counterpart.	3.32	1.40	73
Actively listen to individuals from another culture.	3.28	1.38	74
Interpret the gestures of individuals from your counterpart's culture.	3.26	1.63	73
Serve as a role model for your counterpart.	3.26	1.58	74
Behave respectfully within the constraints of the relevant culture.	3.25	1.33	72
Interpret the body language of individuals from your counterpart's culture.	3.25	1.71	73
Spend "unstructured time" with your interpreter.	3.25	1.57	73
Use gestures commonly found in the host nation's culture.	3.23	1.62	73
Become comfortable with non-Western cultural norms.	3.19	1.66	73
Ask about your counterpart's Family.	3.18	1.49	74
Interact with U.S. coalition forces (non-transition team members).	3.15	1.45	73
Communicate to your counterpart that you respect him.	3.13	1.38	71
Understand the background of your interpreter.	3.13	1.52	72
Understand your interpreter's cultural biases.	3.11	1.55	71
Build a close relationship with your counterpart.	3.11	1.47	74
Gain the trust of individuals from the relevant culture.	3.04	1.50	72
Conduct a meeting through an interpreter.	3.03	1.66	74
Instruct a counterpart with the aid of an interpreter.	2.99	1.55	74
Recognize when individuals from the other culture were trying to manipulate you.	2.99	1.53	69
Identify the training needs of your counterpart's unit.	2.94	1.44	72

<i>Operations Advisor Activities (Frequency)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Praise your counterpart for good performance.	2.92	1.41	73
Teach or instruct a counterpart in acquiring or improving a skill or ability.	2.89	1.36	73
Identify the training needs of your counterpart.	2.86	1.44	72
Influence how your counterpart perceives your transition team.	2.85	1.48	74
Coach or guide a counterpart to reach the next level of knowledge or skill.	2.84	1.34	74
Take advantage of the concept of honor in your counterpart's culture.	2.82	1.55	74
Limit how your cultural bias affects your perceptions of your counterpart's behavior.	2.82	1.54	74
Capitalize on the similarities between your beliefs, values, and goals and those of your counterpart.	2.82	1.47	74
Understand the background of your counterpart.	2.82	1.52	74
Follow-up with your counterpart to ensure that work has been accomplished.	2.82	1.38	73
Mentor or provide a counterpart with advice or counsel to assist him in making a decision through a mutually developed bond of trust.	2.80	1.48	74
Influence how your counterpart perceives you.	2.73	1.46	74
Understand how religion impacts the current operating environment.	2.72	1.58	74
Adjust the way you treated individuals from the other culture, depending on their rank.	2.71	1.54	72
Demonstrate enthusiasm of the transition team work to your counterpart.	2.70	1.51	74
Judge your counterpart's actions according to his cultural standards.	2.70	1.47	74
Recognize how your counterpart's understanding of time impacts his behavior and decisions.	2.69	1.48	74
Assess the strengths and weaknesses of your counterpart's unit.	2.68	1.36	72
Adjust the way you treated individuals from the other culture, depending on their age.	2.68	1.65	71
Assess the readiness of your counterpart's unit to perform missions.	2.67	1.44	72
Become comfortable with eating the food of another culture.	2.66	1.52	74
Stress unity of effort/purpose with one's counterpart.	2.66	1.56	74
Spend "unstructured time" with your counterpart.	2.66	1.52	73
Predict how your counterpart will behave.	2.65	1.53	74
Identify sources of corruption in the local environment.	2.64	1.68	72
Capitalize on what motivates your counterpart.	2.62	1.36	74
Stress sustainability to the counterpart.	2.59	1.76	74
Deal with U.S. coalition partners who do not understand the transition team purpose and mission.	2.52	1.64	73
Speak to others in the host nation's language.	2.52	1.67	73
Share personal information about yourself with your interpreter.	2.49	1.73	73
Be supportive of a counterpart's decisions and activities.	2.48	1.50	73
Deal with corruption in your counterpart's organization.	2.48	1.83	73

<i>Operations Advisor Activities (Frequency)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Explain to your counterpart how compliance with your request would benefit him (i.e., apply “appraising” tactics to influence your counterpart).	2.47	1.48	74
Give your counterpart feedback for poor performance.	2.47	1.55	73
Express compassion toward individuals of a different culture.	2.46	1.50	74
Determine which information to provide and withhold from a counterpart.	2.45	1.66	74
Display the body language and posture commonly found in the host nation's culture.	2.45	1.86	74
Prepare an interpreter for a meeting.	2.43	1.63	74
Stress the legitimacy of the transition team work.	2.41	1.60	74
Capitalize on your counterpart's perspective or point of view.	2.41	1.43	74
Find ways to deal with or work around corruption in the local environment.	2.38	1.69	73
Prevent personal feelings toward your counterpart from interfering with the transition team mission.	2.36	1.68	74
Take advantage of the concept of hospitality in your counterpart's culture.	2.32	1.66	74
Use rational persuasion (i.e., provide logical arguments and evidence) to influence your counterpart.	2.32	1.48	74
Assess the impact of information on military factors.	2.32	1.61	74
Share your personal history or information with your counterpart.	2.31	1.60	74
Establish short term goals for your counterpart to accomplish.	2.30	1.38	73
Demonstrate support for your counterpart (increase authority and legitimacy by deferring, promoting, remaining in the shadows as much as possible).	2.30	1.57	74
Capitalize on your counterpart's belief system.	2.28	1.47	74
Employ a Rapport Plan (continuously plan, execute, and refine methods to increase the closeness of the relationship with your counterpart).	2.28	1.64	74
Understand the implications of religion for military operations.	2.27	1.55	74
Gain commitment from the counterpart and the counterpart's team.	2.23	1.36	73
Communicate the long term goals of the U.S. military to your counterpart.	2.21	1.39	73
Communicate organizational goals and objectives to the counterpart.	2.19	1.48	73
Adjust the way you treated individuals from the other culture, depending on their social status.	2.18	1.66	71
Take advantage of how historical events are relevant to the current operating environment.	2.18	1.71	74
Understand the history of different religions found in your operating area.	2.18	1.55	74
Become comfortable with same-sex activities (e.g., male-male hand holding, kissing during greetings).	2.16	1.71	74
Explain the role of the transition team to coalition forces.	2.15	1.57	73
Influence your counterpart to adopt a course of action by telling him that you would collaborate (e.g., indicate that you would cooperate or provide resources).	2.15	1.61	74
Understand the general theology of different religions found in your operating area.	2.14	1.53	74

<i>Operations Advisor Activities (Frequency)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Use knowledge about customs and traditions to understand the behavior of an individual from the relevant culture.	2.09	1.52	74
Apply pressure tactics as a way to influence your counterpart.	2.09	1.51	74
Manage a training program that targets individuals from another culture.	2.05	1.66	74
Stress to coalition forces that the advisor is not in command of the counterpart.	2.04	1.77	72
Take advantage of the role of power and authority in the relevant culture.	2.04	1.63	73
Restrict sensitive information provided to a counterpart.	2.04	1.84	74
Apply principles of team building in a cross-cultural setting.	2.03	1.55	73
Display the facial expressions commonly used by individuals from the host nation.	2.01	1.84	73
Adjust the way you treated individuals from the other culture, depending on their gender.	1.97	1.74	73
Use knowledge about professional influences to understand the behavior of an individual from the relevant culture.	1.96	1.54	74
Prepare one's transition team for a meeting in which an interpreter would be used.	1.95	1.70	74
Use knowledge about military influences to understand the behavior of an individual from the relevant culture.	1.93	1.51	74
Use knowledge about religious influences to understand the behavior of an individual from the relevant culture.	1.93	1.48	74
Instruct a counterpart without the aid of an interpreter.	1.89	1.61	74
Take advantage of the host nation's military culture.	1.86	1.63	74
Deal with chain of command issues with coalition forces	1.86	1.67	72
Take advantage of the role of reconciliation in your counterpart's culture.	1.85	1.57	74
Use knowledge about social influences to understand the behavior of an individual from the relevant culture.	1.84	1.51	74
Appeal to the emotions of your counterpart (i.e., engage in inspirational influence tactics) to influence him.	1.82	1.37	74
Use knowledge about tribal influences to understand the behavior of an individual from the relevant culture.	1.81	1.48	74
Identify and manage potential divisions among religious groups.	1.78	1.59	72
Assess the impact of information on social factors.	1.77	1.63	74
Build a consensus with individuals from the relevant culture.	1.77	1.55	73
Use knowledge about educational influences to understand the behavior of an individual from the relevant culture.	1.75	1.51	72
Use personal appeal (i.e., ask an individual to comply out of loyalty or friendship) to influence your counterpart.	1.74	1.42	74
Manage interpersonal conflict effectively in a cross-cultural setting.	1.74	1.53	73
Provide symbolic rewards (e.g., certificates, coins) to your counterpart for good performance.	1.74	1.41	73
Use knowledge about economic influences to understand the behavior of an individual from the relevant culture.	1.74	1.52	72

<i>Operations Advisor Activities (Frequency)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Promote your counterpart's authority to coalition forces.	1.72	1.62	72
Use knowledge about historical influences to understand the behavior of an individual from the relevant culture.	1.72	1.59	72
Use knowledge about geography to understand the behavior of an individual from the relevant culture.	1.72	1.68	72
Use knowledge about criminal influences to understand the behavior of an individual from the relevant culture.	1.71	1.57	72
Use knowledge about demographic influences (e.g., age, sex) to understand the behavior of an individual from the relevant culture.	1.69	1.47	72
Interact with foreign coalition forces.	1.68	1.62	73
Let your counterpart participate in transition team activities or decisions in order to gain his compliance and commitment (i.e., use participation as an influence tactic).	1.64	1.53	74
Assess the impact of information on local economic factors.	1.60	1.58	73
Preparing your counterpart to conduct negotiations and meetings.	1.58	1.53	74
Take advantage of the social hierarchy of the relevant culture.	1.58	1.65	74
Assess the impact of information on politics.	1.51	1.56	74
Offer your counterpart a desired item or action in exchange for compliance with a request (i.e., us exchange tactics as a way to influence your counterpart).	1.46	1.44	74
Use your legitimate authority (i.e., your position, rank, or status) to influence your counterpart.	1.46	1.57	72
Adjust the way you treated individuals from the other culture, depending on his/her tribal affiliation.	1.42	1.62	73
Prepare coalition partners to conduct cross-cultural negotiations and meetings.	1.39	1.57	72
Work with an unfamiliar interpreter.	1.28	1.14	74
Disclose sensitive information to a counterpart.	1.19	1.53	74
Manage the release of information to local civilians.	1.19	1.57	74
Deal with foreign coalition partners who do not understand the transition team purpose and mission.	1.18	1.54	72
Talk about Family in your counterpart's language.	1.18	1.50	74
Capitalize on the concept of "revenge" in your counterpart's culture.	1.15	1.60	73
Talk about economic issues in your counterpart's language	1.00	1.45	74
Talk about sports in your counterpart's language.	0.99	1.45	74
Talk about tribal issues in your counterpart's language.	0.99	1.46	74
Work with an interpreter from the local population who has not been vetted.	0.70	1.29	74
Talk about religion in your counterpart's language.	0.70	1.22	74
Read the host nation's language.	0.66	1.29	74
Talk about politics in your counterpart's language.	0.53	1.01	74
Write in the host nation's language.	0.30	0.90	74
Note. 5= More than once a day, 4 = Once a day, 3 = Once a week, 2 = Once a month, 1 = A few times, 0 = Did not perform			

Table A-42***Means and Standard Deviations for Importance Ratings of Operations Advisor Activities***

<i>Operations Advisor Activities (Importance)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Evaluate the trustworthiness of your interpreter.	4.38	1.09	74
Demonstrate to your counterpart that the transition team provides something of value.	4.24	0.99	71
Understand the capabilities of your interpreter.	4.22	1.20	74
Establish your credibility with your counterpart.	4.21	1.20	72
Demonstrate a positive attitude.	4.14	1.02	73
Recognize when individuals from the other culture were trying to manipulate you.	4.12	1.29	69
Communicate through an interpreter.	4.11	1.17	73
Teach or instruct a counterpart in acquiring or improving a skill or ability.	4.11	1.05	74
Be tactful toward individuals from another culture.	4.07	1.15	74
Exhibit a strong work ethic.	4.05	1.17	73
Build a close relationship with your counterpart.	4.03	1.37	73
Instruct a counterpart with the aid of an interpreter.	3.97	1.32	74
Recognize differences between Western culture and your counterpart's culture.	3.97	1.32	74
Demonstrate tolerance toward individuals from another culture.	3.97	1.25	74
Coach or guide a counterpart to reach the next level of knowledge or skill.	3.96	1.18	74
Recognize differences between U.S. military culture and your counterpart's military culture.	3.95	1.22	74
Behave respectfully within the constraints of the relevant culture.	3.94	1.34	72
Understand the background of your interpreter.	3.93	1.21	74
Exchanging common greetings in your counterpart's language.	3.92	1.57	73
Serve as a role model for your counterpart.	3.89	1.35	73
Mentor or provide a counterpart with advice or counsel to assist him in making a decision through a mutually developed bond of trust.	3.86	1.31	74
Praise your counterpart for good performance.	3.86	1.21	73
Communicate to your counterpart that you respect him.	3.86	1.26	72
Gain the trust of individuals from the relevant culture.	3.86	1.26	72
Actively listen to individuals from another culture.	3.85	1.33	74
Ask about your counterpart's Family.	3.85	1.29	73
Follow-up with your counterpart to ensure that work has been accomplished.	3.84	1.30	73
Identify the training needs of your counterpart's unit.	3.83	1.29	72
Identify the training needs of your counterpart.	3.82	1.30	72
Deal with corruption in your counterpart's organization.	3.79	1.44	72
Assess the readiness of your counterpart's unit to perform missions.	3.78	1.29	72
Understand your interpreter's cultural biases.	3.76	1.39	74
Read the facial expressions of individuals from your counterpart's culture.	3.76	1.46	74

<i>Operations Advisor Activities (Importance)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Interpret the body language of individuals from your counterpart's culture.	3.76	1.43	74
Interact with U.S. coalition forces (non-transition team members).	3.74	1.28	73
Assess the strengths and weaknesses of your counterpart's unit.	3.74	1.30	72
Limit how your cultural bias affects your perceptions of your counterpart's behavior.	3.70	1.38	74
Influence how your counterpart perceives your transition team.	3.70	1.13	74
Prevent personal feelings toward your counterpart from interfering with the transition team mission.	3.69	1.65	74
Find ways to deal with or work around corruption in the local environment.	3.68	1.55	72
Influence how your counterpart perceives you.	3.68	1.26	74
Capitalize on what motivates your counterpart.	3.66	1.25	74
Stress unity of effort/purpose with one's counterpart.	3.66	1.43	74
Interpret the gestures of individuals from your counterpart's culture.	3.66	1.50	74
Understand the background of your counterpart.	3.66	1.48	74
Give your counterpart feedback for poor performance.	3.65	1.22	72
Speak common words in your counterpart's language.	3.65	1.54	74
Identify sources of corruption in the local environment.	3.64	1.41	72
Conduct a meeting through an interpreter.	3.64	1.57	74
Adjust the way you treated individuals from the other culture, depending on their age.	3.59	1.53	71
Establish short term goals for your counterpart to accomplish.	3.59	1.31	73
Recognize how your counterpart's understanding of time impacts his behavior and decisions.	3.57	1.44	74
Spend "unstructured time" with your interpreter.	3.56	1.41	73
Use gestures commonly found in the host nation's culture.	3.55	1.57	74
Prepare an interpreter for a meeting.	3.55	1.41	73
Adjust the way you treated individuals from the other culture, depending on their rank.	3.53	1.42	72
Become comfortable with non-Western cultural norms.	3.49	1.59	72
Spend "unstructured time" with your counterpart.	3.48	1.46	73
Predict how your counterpart will behave.	3.46	1.44	74
Capitalize on the similarities between your beliefs, values, and goals and those of your counterpart.	3.46	1.37	74
Communicate the long term goals of the U.S. military to your counterpart.	3.45	1.44	73
Be supportive of a counterpart's decisions and activities.	3.45	1.56	73
Understand how religion impacts the current operating environment.	3.44	1.54	73
Take advantage of the concept of honor in your counterpart's culture.	3.43	1.31	74
Determine which information to provide and withhold from a counterpart.	3.42	1.75	74
Communicate organizational goals and objectives to the counterpart.	3.40	1.48	73

<i>Operations Advisor Activities (Importance)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Restrict sensitive information provided to a counterpart.	3.38	1.88	74
Gain commitment from the counterpart and the counterpart's team.	3.36	1.51	73
Demonstrate enthusiasm of the transition team work to your counterpart.	3.35	1.22	74
Explain to your counterpart how compliance with your request would benefit him (i.e., apply "apprising" tactics to influence your counterpart).	3.35	1.30	74
Capitalize on your counterpart's perspective or point of view.	3.32	1.42	74
Use rational persuasion (i.e., provide logical arguments and evidence) to influence your counterpart.	3.32	1.26	74
Stress to coalition forces that the advisor is not in command of the counterpart.	3.32	1.73	71
Deal with U.S. coalition partners who do not understand the transition team purpose and mission.	3.32	1.54	73
Explain the role of the transition team to coalition forces.	3.32	1.51	73
Stress sustainability to the counterpart.	3.30	1.80	74
Apply principles of team building in a cross-cultural setting.	3.28	1.59	72
Stress the legitimacy of the transition team work.	3.27	1.53	74
Understand the implications of religion for military operations.	3.26	1.59	74
Demonstrate support for your counterpart (increase authority and legitimacy by deferring, promoting, remaining in the shadows as much as possible).	3.26	1.59	74
Judge your counterpart's actions according to his cultural standards.	3.23	1.39	74
Provide symbolic rewards (e.g., certificates, coins) to your counterpart for good performance.	3.22	1.64	73
Become comfortable with eating the food of another culture.	3.18	1.55	74
Express compassion toward individuals of a different culture.	3.16	1.42	74
Apply pressure tactics as a way to influence your counterpart.	3.14	1.61	74
Adjust the way you treated individuals from the other culture, depending on their social status.	3.13	1.73	71
Influence your counterpart to adopt a course of action by telling him that you would collaborate (e.g., indicate that you would cooperate or provide resources).	3.12	1.48	74
Deal with chain of command issues with coalition forces	3.11	1.63	71
Assess the impact of information on military factors.	3.11	1.58	74
Manage a training program that targets individuals from another culture.	3.09	1.78	74
Speak to others in the host nation's language.	3.08	1.58	71
Take advantage of the concept of hospitality in your counterpart's culture.	3.08	1.57	74
Work with an unfamiliar interpreter.	3.08	1.65	74
Use knowledge about customs and traditions to understand the behavior of an individual from the relevant culture.	3.07	1.63	74
Share your personal history or information with your counterpart.	3.04	1.49	74
Employ a Rapport Plan (continuously plan, execute, and refine methods to increase the closeness of the relationship with your counterpart).	3.04	1.45	74

<i>Operations Advisor Activities (Importance)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Capitalize on your counterpart's belief system.	3.04	1.56	74
Understand the history of different religions found in your operating area.	3.01	1.53	74
Take advantage of how historical events are relevant to the current operating environment.	3.00	1.70	73
Instruct a counterpart without the aid of an interpreter.	2.99	1.66	74
Understand the general theology of different religions found in your operating area.	2.99	1.53	74
Prepare one's transition team for a meeting in which an interpreter would be used.	2.97	1.63	73
Promote your counterpart's authority to coalition forces.	2.97	1.69	70
Use knowledge about social influences to understand the behavior of an individual from the relevant culture.	2.96	1.62	74
Adjust the way you treated individuals from the other culture, depending on their gender.	2.93	1.90	73
Share personal information about yourself with your interpreter.	2.90	1.63	73
Use knowledge about religious influences to understand the behavior of an individual from the relevant culture.	2.89	1.68	74
Use knowledge about professional influences to understand the behavior of an individual from the relevant culture.	2.89	1.73	74
Use personal appeal (i.e., ask an individual to comply out of loyalty or friendship) to influence your counterpart.	2.89	1.47	74
Display the body language and posture commonly found in the host nation's culture.	2.86	1.79	74
Use knowledge about military influences to understand the behavior of an individual from the relevant culture.	2.85	1.65	74
Use knowledge about tribal influences to understand the behavior of an individual from the relevant culture.	2.82	1.69	74
Build a consensus with individuals from the relevant culture.	2.82	1.80	73
Take advantage of the role of power and authority in the relevant culture.	2.81	1.69	73
Let your counterpart participate in transition team activities or decisions in order to gain his compliance and commitment (i.e., use participation as an influence tactic).	2.78	1.61	74
Manage interpersonal conflict effectively in a cross-cultural setting.	2.78	1.77	73
Use knowledge about educational influences to understand the behavior of an individual from the relevant culture.	2.76	1.64	72
Identify and manage potential divisions among religious groups.	2.76	1.61	72
Take advantage of the host nation's military culture.	2.74	1.71	74
Use knowledge about criminal influences to understand the behavior of an individual from the relevant culture.	2.74	1.73	72
Become comfortable with same-sex activities (e.g., male-male hand holding, kissing during greetings).	2.73	1.71	74
Disclose sensitive information to a counterpart.	2.70	2.02	74
Use knowledge about economic influences to understand the behavior of an individual from the relevant culture.	2.68	1.57	72
Use knowledge about historical influences to understand the behavior of an individual from the relevant culture.	2.67	1.70	72

<i>Operations Advisor Activities (Importance)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Use knowledge about demographic influences (e.g., age, sex) to understand the behavior of an individual from the relevant culture.	2.66	1.52	71
Use knowledge about geography to understand the behavior of an individual from the relevant culture.	2.65	1.68	72
Prepare coalition partners to conduct cross-cultural negotiations and meetings.	2.65	1.84	71
Display the facial expressions commonly used by individuals from the host nation.	2.64	1.83	74
Appeal to the emotions of your counterpart (i.e., engage in inspirational influence tactics) to influence him.	2.59	1.41	74
Take advantage of the role of reconciliation in your counterpart's culture.	2.59	1.64	73
Preparing your counterpart to conduct negotiations and meetings.	2.58	1.64	74
Offer your counterpart a desired item or action in exchange for compliance with a request (i.e., us exchange tactics as a way to influence your counterpart).	2.47	1.53	74
Interact with foreign coalition forces.	2.42	1.71	73
Assess the impact of information on local economic factors.	2.41	1.70	73
Assess the impact of information on social factors.	2.38	1.76	74
Take advantage of the social hierarchy of the relevant culture.	2.36	1.77	74
Adjust the way you treated individuals from the other culture, depending on his/her tribal affiliation.	2.33	1.87	73
Use your legitimate authority (i.e., your position, rank, or status) to influence your counterpart.	2.26	1.68	73
Assess the impact of information on politics.	2.23	1.69	74
Manage the release of information to local civilians.	2.15	1.92	74
Talk about tribal issues in your counterpart's language.	2.01	1.91	71
Deal with foreign coalition partners who do not understand the transition team purpose and mission.	1.97	1.85	73
Talk about Family in your counterpart's language.	1.96	1.82	72
Talk about economic issues in your counterpart's language	1.89	1.80	72
Capitalize on the concept of “revenge” in your counterpart’s culture.	1.75	1.85	73
Talk about religion in your counterpart's language.	1.56	1.69	71
Work with an interpreter from the local population who has not been vetted.	1.53	1.83	74
Read the host nation’s language.	1.48	1.67	73
Talk about sports in your counterpart's language.	1.45	1.67	73
Write in the host nation’s language.	1.21	1.62	73
Talk about politics in your counterpart's language.	1.15	1.45	73
<i>Note.</i> 5= Extremely important, 4 = Very important, 3 = Moderately important, 2 = Some importance, 1 = Little importance, 0 = None			

Table A-43***Means and Standard Deviations for F-I Ratings of Operations Advisor Activities***

<i>Operations Advisor Activities (F-I Composite)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Exchange common greetings in your counterpart's language.	16.68	8.61	73
Evaluate the trustworthiness of your interpreter.	16.26	8.47	73
Exhibit a strong work ethic.	16.16	7.51	73
Demonstrate a positive attitude.	16.08	7.17	73
Communicate through an interpreter.	15.75	7.64	73
Be tactful toward individuals from another culture.	15.59	7.87	74
Demonstrate tolerance toward individuals from another culture.	15.47	8.33	74
Recognize differences between Western culture and your counterpart's culture.	15.39	7.84	74
Understand the capabilities of your interpreter.	15.27	7.66	73
Recognize differences between U.S. military culture and your counterpart's military culture.	15.00	7.43	74
Demonstrate to your counterpart that the transition team provides something of value.	14.87	7.21	71
Speak common words in your counterpart's language.	14.73	8.50	74
Establish your credibility with your counterpart.	14.72	7.79	71
Read the facial expressions of individuals from your counterpart's culture.	14.52	8.97	73
Serve as a role model for your counterpart.	14.16	8.45	73
Behave respectfully within the constraints of the relevant culture.	14.01	7.63	72
Interpret the gestures of individuals from your counterpart's culture.	13.81	8.51	73
Interpret the body language of individuals from your counterpart's culture.	13.79	8.88	73
Build a close relationship with your counterpart.	13.77	7.88	73
Actively listen to individuals from another culture.	13.72	8.02	74
Ask about your counterpart's Family.	13.40	7.94	73
Understand the background of your interpreter.	13.33	8.14	72
Instruct a counterpart with the aid of an interpreter.	13.26	8.20	74
Recognize when individuals from the other culture were trying to manipulate you.	13.25	8.09	69
Use gestures commonly found in the host nation's culture.	13.20	8.45	74
Spend "unstructured time" with your interpreter.	13.19	8.15	73
Communicate to your counterpart that you respect him.	12.92	7.39	71
Understand your interpreter's cultural biases.	12.89	8.01	71
Gain the trust of individuals from the relevant culture.	12.79	7.99	72
Become comfortable with non-Western cultural norms.	12.67	8.77	72
Interact with U.S. coalition forces (non-transition team members).	12.60	7.55	73
Teach or instruct a counterpart in acquiring or improving a skill or ability.	12.58	6.83	73
Praise your counterpart for good performance.	12.29	7.46	73

<i>Operations Advisor Activities (F-I Composite)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Conduct a meeting through an interpreter.	12.12	8.64	74
Mentor or provide a counterpart with advice or counsel to assist him in making a decision through a mutually developed bond of trust.	11.96	7.83	74
Identify the training needs of your counterpart's unit.	11.94	7.58	72
Coach or guide a counterpart to reach the next level of knowledge or skill.	11.91	6.56	74
Understand the background of your counterpart.	11.82	7.68	74
Follow-up with your counterpart to ensure that work has been accomplished.	11.63	6.98	73
Identify the training needs of your counterpart.	11.61	7.60	72
Influence how your counterpart perceives your transition team.	11.55	7.49	74
Limit how your cultural bias affects your perceptions of your counterpart's behavior.	11.53	8.13	74
Influence how your counterpart perceives you.	11.32	7.56	74
Adjust the way you treated individuals from the other culture, depending on their age.	11.23	8.12	71
Stress unity of effort/purpose with one's counterpart.	11.15	7.94	74
Stress sustainability to the counterpart.	11.05	8.43	74
Identify sources of corruption in the local environment.	11.01	8.29	72
Recognize how your counterpart's understanding of time impacts his behavior and decisions.	10.95	7.69	74
Capitalize on the similarities between your beliefs, values, and goals and those of your counterpart.	10.89	7.38	74
Take advantage of the concept of honor in your counterpart's culture.	10.88	7.70	74
Understand how religion impacts the current operating environment.	10.86	7.72	73
Adjust the way you treated individuals from the other culture, depending on their rank.	10.81	7.69	72
Deal with corruption in your counterpart's organization.	10.73	8.75	73
Assess the readiness of your counterpart's unit to perform missions.	10.71	7.24	72
Assess the strengths and weaknesses of your counterpart's unit.	10.64	7.03	72
Spend "unstructured time" with your counterpart.	10.63	7.50	72
Predict how your counterpart will behave.	10.55	7.83	74
Capitalize on what motivates your counterpart.	10.41	6.78	74
Determine which information to provide and withhold from a counterpart.	10.41	7.99	74
Prevent personal feelings toward your counterpart from interfering with the transition team mission.	10.26	8.60	74
Demonstrate enthusiasm of the transition team work to your counterpart.	10.11	7.47	74
Find ways to deal with or work around corruption in the local environment.	10.08	8.35	73
Be supportive of a counterpart's decisions and activities.	10.07	7.50	73
Judge your counterpart's actions according to his cultural standards.	10.05	7.10	74
Become comfortable with eating the food of another culture.	10.00	7.76	74
Give your counterpart feedback for poor performance.	9.74	7.38	72

<i>Operations Advisor Activities (F-I Composite)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Display the body language and posture commonly found in the host nation's culture.	9.72	8.86	74
Deal with U.S. coalition partners who do not understand the transition team purpose and mission.	9.70	8.02	73
Stress the legitimacy of the transition team work.	9.58	8.18	74
Prepare an interpreter for a meeting.	9.55	7.42	74
Explain to your counterpart how compliance with your request would benefit him (i.e., apply "apprising" tactics to influence your counterpart).	9.50	7.35	74
Demonstrate support for your counterpart (increase authority and legitimacy by deferring, promoting, remaining in the shadows as much as possible).	9.24	7.62	74
Speak to others in the host nation's language.	9.24	7.95	71
Express compassion toward individuals of a different culture.	9.16	6.84	74
Establish short term goals for your counterpart to accomplish.	9.14	6.81	73
Share personal information about yourself with your interpreter.	9.10	8.10	73
Take advantage of the concept of hospitality in your counterpart's culture.	9.03	8.07	74
Capitalize on your counterpart's perspective or point of view.	9.01	6.50	74
Use rational persuasion (i.e., provide logical arguments and evidence) to influence your counterpart.	8.86	7.11	74
Assess the impact of information on military factors.	8.85	7.05	74
Communicate organizational goals and objectives to the counterpart.	8.75	6.75	73
Gain commitment from the counterpart and the counterpart's team.	8.75	6.68	73
Restrict sensitive information provided to a counterpart.	8.73	8.86	74
Communicate the long term goals of the U.S. military to your counterpart.	8.73	6.40	73
Take advantage of how historical events relate to the current operating environment.	8.71	7.97	73
Adjust the way you treated individuals from the other culture, depending on their social status.	8.70	7.84	71
Share your personal history or information with your counterpart.	8.68	7.53	74
Understand the implications of religion for military operations.	8.62	7.22	74
Stress to coalition forces that the advisor is not in command of the counterpart.	8.56	8.43	72
Manage a training program that targets individuals from another culture.	8.43	7.92	74
Capitalize on your counterpart's belief system.	8.42	6.71	74
Explain the role of the transition team to coalition forces.	8.40	7.62	73
Influence your counterpart to adopt a course of action by telling him that you would collaborate (e.g., indicate that you would cooperate or provide resources).	8.39	7.72	74
Employ a Rapport Plan (continuously plan, execute, and refine methods to increase the closeness of the relationship with your counterpart).	8.38	7.36	74
Apply principles of team building in a cross-cultural setting.	8.17	7.56	72
Use knowledge about customs and traditions to understand the behavior of an individual from the relevant culture.	8.04	6.94	74

<i>Operations Advisor Activities (F-I Composite)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Display the facial expressions commonly used by individuals from the host nation.	7.99	8.66	73
Apply pressure tactics as a way to influence your counterpart.	7.96	7.13	74
Understand the history of different religions found in your operating area.	7.95	7.07	74
Become comfortable with same-sex activities (e.g., male-male hand holding, kissing during greetings).	7.85	7.44	74
Adjust the way you treated individuals from the other culture, depending on their gender.	7.82	7.69	73
Understand the general theology of different religions found in your operating area.	7.76	6.97	74
Take advantage of the role of power and authority in the relevant culture.	7.64	7.27	73
Use knowledge about professional influences to understand the behavior of an individual from the relevant culture.	7.62	7.14	74
Deal with chain of command issues with coalition forces.	7.47	7.94	72
Instruct a counterpart without the aid of an interpreter.	7.28	7.63	74
Use knowledge about military influences to understand the behavior of an individual from the relevant culture.	7.24	6.69	74
Take advantage of the host nation's military culture.	7.14	7.48	74
Use knowledge about religious influences to understand the behavior of an individual from the relevant culture.	7.12	6.62	74
Use knowledge about social influences to understand the behavior of an individual from the relevant culture.	6.97	6.48	74
Use knowledge about tribal influences to understand the behavior of an individual from the relevant culture.	6.81	6.54	74
Provide symbolic rewards (e.g., certificates, coins) to your counterpart for good performance.	6.78	6.53	73
Prepare one's transition team for a meeting in which an interpreter would be used.	6.77	6.96	74
Promote your counterpart's authority to coalition forces.	6.72	7.56	71
Build a consensus with individuals from the relevant culture.	6.68	7.00	73
Take advantage of the role of reconciliation in your counterpart's culture.	6.64	6.88	73
Identify and manage potential divisions among religious groups.	6.46	7.09	72
Use knowledge about historical influences to understand the behavior of an individual from the relevant culture.	6.44	6.77	72
Assess the impact of information on social factors.	6.38	6.96	74
Use personal appeal (i.e., ask an individual to comply out of loyalty or friendship) to influence your counterpart.	6.36	6.56	74
Use knowledge about educational influences to understand the behavior of an individual from the relevant culture.	6.35	6.16	72
Use knowledge about criminal influences to understand the behavior of an individual from the relevant culture.	6.29	6.42	72
Use knowledge about geography to understand the behavior of an individual from the relevant culture.	6.22	6.85	72

<i>Operations Advisor Activities (F-I Composite)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Use knowledge about economic influences to understand the behavior of an individual from the relevant culture.	6.19	6.18	72
Manage interpersonal conflict effectively in a cross-cultural setting.	6.03	6.34	73
Appeal to the emotions of your counterpart (i.e., engage in inspirational influence tactics) to influence him.	6.03	5.34	74
Use knowledge about demographic influences (e.g., age, sex) to understand the behavior of an individual from the relevant culture.	6.01	5.96	71
Let your counterpart participate in transition team activities and decisions in order to gain his compliance and commitment (i.e., use participation as an influence tactic).	6.01	6.66	74
Interact with foreign coalition forces.	5.99	7.13	73
Take advantage of the social hierarchy of the relevant culture.	5.92	7.15	74
Assess the impact of information on local economic factors.	5.75	6.37	73
Prepare your counterpart to conduct negotiations and meetings.	5.73	6.43	74
Adjust how you treat an individual from the other culture, depending on his/her tribal affiliation.	5.47	7.11	73
Prepare coalition partners to conduct cross-cultural negotiations and meetings.	5.28	6.57	72
Assess the impact of information on politics.	5.11	6.35	74
Use your legitimate authority (i.e., your position, rank, or status) to influence your counterpart.	5.08	6.95	71
Offer your counterpart something that he wants in exchange for compliance with a request (i.e., use exchange tactics as a way to influence your counterpart).	5.01	6.47	74
Disclose sensitive information to a counterpart.	4.41	6.24	74
Work with an unfamiliar interpreter.	4.38	4.76	74
Manage the release of information to local civilians.	4.32	6.26	74
Talk about Family in your counterpart's language.	4.26	6.34	74
Capitalize on the concept of "revenge" in your counterpart's culture.	4.25	6.93	73
Deal with foreign coalition partners who do not understand the transition team purpose and mission.	4.19	6.73	72
Talk about tribal issues in your counterpart's language.	3.76	6.12	74
Talk about economic issues in your counterpart's language.	3.64	5.60	74
Talk about sports in your counterpart's language.	2.89	4.74	74
Talk about religion in your counterpart's language.	2.34	4.92	74
Work with an interpreter from the local population who has not been vetted.	2.34	5.16	74
Read the host nation's language.	1.85	4.27	74
Talk about politics in your counterpart's language.	1.65	3.96	74
Write in the host nation's language.	0.82	2.75	74

Table A-44*Means and Standard Deviations for F-I, Frequency, and Importance Ratings of Operations Advisor KSAs*

<i>Operations Advisor KSAs</i>	<u>F-I</u>			<u>Frequency</u>			<u>Importance</u>		
	<i>M</i>	<i>SD</i>	<i>N</i>	<i>M</i>	<i>SD</i>	<i>N</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Speaking Common Words in CP Language	15.81	7.90	73	3.70	1.52	73	3.81	1.42	73
Establishing Credibility	14.80	7.05	71	3.36	1.28	73	4.22	1.02	71
Role Modeling	14.14	6.71	72	3.37	1.20	74	3.86	1.05	72
Interpreting Nonverbal Behavior	14.04	8.06	73	3.30	1.51	73	3.73	1.32	74
Comparing One's Culture with CP Culture	13.76	6.82	74	3.35	1.22	74	3.79	1.21	74
Consideration and Respect	13.47	6.07	72	3.22	1.06	72	3.82	0.99	72
Instructing CP through Interpreter	13.26	8.20	74	2.99	1.55	74	3.97	1.32	74
Sensing Manipulation	13.25	8.09	69	2.99	1.53	69	4.12	1.29	69
Using an Interpreter	12.37	5.33	72	2.99	1.06	72	3.70	0.84	74
Mentoring and Coaching	12.21	6.67	73	2.85	1.33	73	3.98	1.07	74
Identifying Training Needs	11.78	7.56	72	2.90	1.43	72	3.83	1.29	72
Building Rapport	11.65	5.98	73	2.79	1.15	74	3.62	0.99	74
Managing Perceptions About the Advisor Team	11.44	7.26	74	2.79	1.42	74	3.69	1.12	74
Interacting with US Coalition Forces	11.15	6.46	73	2.84	1.29	73	3.53	1.18	73
Assessing CP Unit Performance	10.67	6.93	72	2.67	1.36	72	3.76	1.23	72
Dealing with Corruption	10.55	7.50	71	2.49	1.55	71	3.73	1.20	70
Suppressing Cultural Bias	10.45	5.79	74	2.64	1.15	74	3.35	1.20	74
Using Nonverbal Behavior	10.32	7.70	73	2.59	1.53	72	3.02	1.54	74
Understanding CP	10.19	5.66	74	2.58	1.17	74	3.45	1.07	74
Managing CP Performance	10.08	5.54	72	2.49	1.12	73	3.64	1.08	72
Judging by CP's Standards	10.05	7.10	74	2.70	1.47	74	3.23	1.39	74
Establishing Goals	9.84	5.98	73	2.41	1.27	73	3.50	1.09	73
Communicating Legitimacy of Advisor Team Work	9.58	8.18	74	2.41	1.60	74	3.27	1.53	74
Tailoring Interactions to Cultural Demographics	8.88	6.36	70	2.21	1.39	70	3.12	1.38	70
Managing a Training Program	8.43	7.92	74	2.05	1.66	74	3.09	1.78	74
Employing a Rapport Plan	8.38	7.36	74	2.28	1.64	74	3.04	1.45	74
Knowledge of Religious Influences	8.33	6.17	74	2.22	1.33	74	3.09	1.30	74

<i>Operations Advisor KSAs</i>	<u>F-I</u>			<u>Frequency</u>			<u>Importance</u>		
	<i>M</i>	<i>SD</i>	<i>N</i>	<i>M</i>	<i>SD</i>	<i>N</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Cross-Cultural Team Building	8.17	7.56	72	2.03	1.55	73	3.28	1.59	72
Leveraging Cultural Knowledge	7.53	5.43	74	1.97	1.24	74	2.73	1.13	74
Using Proactive Influence Tactics	7.39	4.28	74	1.98	0.96	74	2.96	0.88	74
Instructing CP without Interpreter	7.28	7.63	74	1.89	1.61	74	2.99	1.66	74
Informing and Engaging Coalition Forces	7.26	6.12	72	1.82	1.30	72	3.08	1.38	71
Managing Information	6.74	5.19	74	1.76	1.27	74	2.72	1.39	74
Understanding the Operating Environment	6.71	5.82	72	1.82	1.38	72	2.78	1.40	72
Building Consensus	6.68	7.00	73	1.77	1.55	73	2.82	1.80	73
Managing Interpersonal Conflict	6.03	6.34	73	1.74	1.53	73	2.78	1.77	73
Preparing CP for Negotiations/Meetings	5.73	6.43	74	1.58	1.53	74	2.58	1.64	74
Interacting with Foreign Coalition Forces	5.09	6.35	72	1.42	1.44	72	2.20	1.58	73
Working with Unfamiliar Interpreter	4.38	4.76	74	1.28	1.14	74	3.08	1.65	74
Maintaining a Conversation in CP Language	3.09	4.39	74	0.90	1.15	74	1.68	1.48	71
Working with an Unvetted Interpreter	2.34	5.16	74	0.70	1.29	74	1.53	1.83	74
Reading and Writing in CP Language	1.34	3.21	74	0.48	1.00	74	1.34	1.60	73

Note. Frequency Ratings: 5= More than once a day, 4 = Once a day, 3 = Once a week, 2 = Once a month, 1 = A few times, 0 = Did not perform. Importance Ratings: 5= Extremely important, 4 = Very important, 3 = Moderately important, 2 = Some importance, 1 = Little importance, 0 = None

Table A-45***Means and Standard Deviations for Frequency Ratings of Personnel Advisor Activities***

<i>Personnel Advisor Activities (Frequency)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Communicate through an interpreter.	4.41	0.82	29
Exhibit a strong work ethic.	4.29	0.78	31
Demonstrate a positive attitude.	4.10	0.98	31
Demonstrate tolerance toward individuals from another culture.	4.06	1.09	31
Be tactful toward individuals from another culture.	4.06	1.00	31
Understand the capabilities of your interpreter.	4.03	1.21	29
Actively listen to individuals from another culture.	3.90	1.18	30
Evaluate the trustworthiness of your interpreter.	3.90	1.35	29
Establish your credibility with your counterpart.	3.87	1.02	31
Behave respectfully within the constraints of the relevant culture.	3.87	1.15	31
Read the facial expressions of individuals from your counterpart's culture.	3.87	1.57	31
Understand the background of your interpreter.	3.86	1.19	29
Recognize differences between U.S. military culture and your counterpart's military culture.	3.84	1.51	31
Serve as a role model for your counterpart.	3.84	1.32	31
Understand your interpreter's cultural biases.	3.82	1.31	28
Instruct a counterpart with the aid of an interpreter.	3.81	1.17	31
Interpret the gestures of individuals from your counterpart's culture.	3.81	1.47	31
Build a close relationship with your counterpart.	3.77	1.12	31
Interpret the body language of individuals from your counterpart's culture.	3.77	1.56	31
Conduct a meeting through an interpreter.	3.77	1.14	30
Become comfortable with non-Western cultural norms.	3.74	1.53	31
Exchanging common greetings in your counterpart's language.	3.74	1.77	31
Recognize differences between Western culture and your counterpart's culture.	3.70	1.53	30
Ask about your counterpart's Family.	3.68	1.08	31
Interact with U.S. coalition forces (non-transition team members).	3.65	1.36	31
Communicate to your counterpart that you respect him.	3.65	1.11	31
Spend "unstructured time" with your interpreter.	3.63	1.63	30
Demonstrate to your counterpart that the transition team provides something of value.	3.61	1.12	31
Be supportive of a counterpart's decisions and activities.	3.58	1.18	31
Use gestures commonly found in the host nation's culture.	3.48	1.81	31
Speak common words in your counterpart's language.	3.48	1.81	31
Recognize when individuals from the other culture were trying to manipulate you.	3.42	1.46	31
Gain the trust of individuals from the relevant culture.	3.32	1.56	31
Stress unity of effort/purpose with one's counterpart.	3.26	1.15	31

<i>Personnel Advisor Activities (Frequency)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Deal with corruption in your counterpart's organization.	3.26	1.41	31
Become comfortable with eating the food of another culture.	3.26	1.37	31
Follow-up with your counterpart to ensure that work has been accomplished.	3.23	0.96	31
Recognize how your counterpart's understanding of time impacts his behavior and decisions.	3.19	1.42	31
Teach or instruct a counterpart in acquiring or improving a skill or ability.	3.17	1.46	30
Prepare an interpreter for a meeting.	3.17	1.44	30
Influence how your counterpart perceives your transition team.	3.16	1.57	31
Understand the background of your counterpart.	3.13	1.38	31
Capitalize on what motivates your counterpart.	3.13	1.48	31
Spend "unstructured time" with your counterpart.	3.13	1.63	31
Demonstrate support for your counterpart (increase authority and legitimacy by deferring, promoting, remaining in the shadows as much as possible).	3.13	1.57	31
Demonstrate enthusiasm of the transition team work to your counterpart.	3.10	1.42	30
Stress sustainability to the counterpart.	3.10	1.49	31
Take advantage of the concept of honor in your counterpart's culture.	3.10	1.81	31
Adjust the way you treated individuals from the other culture, depending on their rank.	3.10	1.66	31
Judge your counterpart's actions according to his cultural standards.	3.06	1.41	31
Influence how your counterpart perceives you.	3.03	1.54	31
Limit how your cultural bias affects your perceptions of your counterpart's behavior.	3.03	1.70	31
Praise your counterpart for good performance.	3.03	1.20	31
Understand how religion impacts the current operating environment.	3.00	1.63	31
Coach or guide a counterpart to reach the next level of knowledge or skill.	3.00	1.24	31
Mentor or provide a counterpart with advice or counsel to assist him in making a decision through a mutually developed bond of trust.	2.97	1.43	31
Predict how your counterpart will behave.	2.97	1.47	31
Capitalize on your counterpart's perspective or point of view.	2.97	1.45	31
Identify the training needs of your counterpart.	2.94	1.29	31
Determine which information to provide and withhold from a counterpart.	2.94	1.55	31
Communicate organizational goals and objectives to the counterpart.	2.90	1.40	31
Share personal information about yourself with your interpreter.	2.90	1.90	31
Find ways to deal with or work around corruption in the local environment.	2.90	1.60	31
Identify the training needs of your counterpart's unit.	2.84	1.34	31
Gain commitment from the counterpart and the counterpart's team.	2.84	1.29	31
Express compassion toward individuals of a different culture.	2.84	1.70	31
Take advantage of the concept of hospitality in your counterpart's culture.	2.84	1.85	31
Understand the implications of religion for military operations.	2.81	1.70	31

<i>Personnel Advisor Activities (Frequency)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Adjust the way you treated individuals from the other culture, depending on their age.	2.81	1.68	31
Capitalize on your counterpart's belief system.	2.81	1.51	31
Capitalize on the similarities between your beliefs, values, and goals and those of your counterpart.	2.77	1.56	31
Prevent personal feelings toward your counterpart from interfering with the transition team mission.	2.71	1.81	31
Share your personal history or information with your counterpart.	2.71	1.72	31
Speak to others in the host nation's language.	2.71	1.81	31
Give your counterpart feedback for poor performance.	2.68	1.47	31
Use rational persuasion (i.e., provide logical arguments and evidence) to influence your counterpart.	2.68	1.49	31
Assess the strengths and weaknesses of your counterpart's unit.	2.68	1.30	31
Identify sources of corruption in the local environment.	2.67	1.52	30
Deal with U.S. coalition partners who do not understand the transition team purpose and mission.	2.65	1.76	31
Take advantage of the role of power and authority in the relevant culture.	2.65	1.78	31
Use knowledge about religious influences to understand the behavior of an individual from the relevant culture.	2.65	1.72	31
Apply principles of team building in a cross-cultural setting.	2.61	1.43	31
Use knowledge about customs and traditions to understand the behavior of an individual from the relevant culture.	2.58	1.46	31
Assess the readiness of your counterpart's unit to perform missions.	2.55	1.52	31
Stress the legitimacy of the transition team work.	2.55	1.79	31
Build a consensus with individuals from the relevant culture.	2.52	1.52	31
Understand the general theology of different religions found in your operating area.	2.52	1.71	31
Take advantage of the host nation's military culture.	2.52	1.81	31
Establish short term goals for your counterpart to accomplish.	2.52	1.21	31
Use knowledge about social influences to understand the behavior of an individual from the relevant culture.	2.47	1.55	30
Explain to your counterpart how compliance with your request would benefit him (i.e., apply "appraising" tactics to influence your counterpart).	2.45	1.46	31
Apply pressure tactics as a way to influence your counterpart.	2.43	1.76	30
Become comfortable with same-sex activities (e.g., male-male hand holding, kissing during greetings).	2.42	2.14	31
Adjust the way you treated individuals from the other culture, depending on their social status.	2.42	1.71	31
Employ a Rapport Plan (continuously plan, execute, and refine methods to increase the closeness of the relationship with your counterpart).	2.40	1.75	30
Adjust the way you treated individuals from the other culture, depending on their gender.	2.39	1.96	31

<i>Personnel Advisor Activities (Frequency)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Manage interpersonal conflict effectively in a cross-cultural setting.	2.39	1.58	31
Understand the history of different religions found in your operating area.	2.35	1.72	31
Take advantage of the social hierarchy of the relevant culture.	2.32	1.80	31
Stress to coalition forces that the advisor is not in command of the counterpart.	2.29	1.77	31
Communicate the long term goals of the U.S. military to your counterpart.	2.29	1.27	31
Use knowledge about military influences to understand the behavior of an individual from the relevant culture.	2.29	1.32	31
Manage a training program that targets individuals from another culture.	2.27	1.60	30
Explain the role of the transition team to coalition forces.	2.26	1.48	31
Use knowledge about professional influences to understand the behavior of an individual from the relevant culture.	2.26	1.41	31
Influence your counterpart to adopt a course of action by telling him that you would collaborate (e.g., indicate that you would cooperate or provide resources).	2.26	1.50	31
Display the body language and posture commonly found in the host nation's culture.	2.23	1.96	31
Assess the impact of information on military factors.	2.23	1.73	31
Identify and manage potential divisions among religious groups.	2.21	1.88	29
Use knowledge about demographic influences (e.g., age, sex) to understand the behavior of an individual from the relevant culture.	2.13	1.50	30
Use knowledge about tribal influences to understand the behavior of an individual from the relevant culture.	2.13	1.43	31
Use knowledge about geography to understand the behavior of an individual from the relevant culture.	2.10	1.42	30
Prepare one's transition team for a meeting in which an interpreter would be used.	2.10	1.62	31
Take advantage of the role of reconciliation in your counterpart's culture.	2.07	1.96	30
Take advantage of how historical events are relevant to the current operating environment.	1.97	1.68	31
Deal with chain of command issues with coalition forces	1.97	1.66	31
Instruct a counterpart without the aid of an interpreter.	1.94	1.59	31
Use knowledge about economic influences to understand the behavior of an individual from the relevant culture.	1.93	1.62	30
Interact with foreign coalition forces.	1.90	1.47	31
Use knowledge about historical influences to understand the behavior of an individual from the relevant culture.	1.90	1.42	30
Use your legitimate authority (i.e., your position, rank, or status) to influence your counterpart.	1.87	1.53	30
Use knowledge about educational influences to understand the behavior of an individual from the relevant culture.	1.87	1.59	30
Deal with foreign coalition partners who do not understand the transition team purpose and mission.	1.84	1.61	31
Use knowledge about criminal influences to understand the behavior of an individual from the relevant culture.	1.83	1.53	30

<i>Personnel Advisor Activities (Frequency)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Restrict sensitive information provided to a counterpart.	1.81	1.74	31
Appeal to the emotions of your counterpart (i.e., engage in inspirational influence tactics) to influence him.	1.81	1.60	31
Display the facial expressions commonly used by individuals from the host nation.	1.77	1.96	31
Preparing your counterpart to conduct negotiations and meetings.	1.77	1.43	30
Assess the impact of information on social factors.	1.71	1.81	31
Work with an unfamiliar interpreter.	1.65	1.33	31
Use personal appeal (i.e., ask an individual to comply out of loyalty or friendship) to influence your counterpart.	1.61	1.65	31
Promote your counterpart's authority to coalition forces.	1.58	1.63	31
Let your counterpart participate in transition team activities or decisions in order to gain his compliance and commitment (i.e., use participation as an influence tactic).	1.48	1.63	31
Adjust the way you treated individuals from the other culture, depending on his/her tribal affiliation.	1.48	1.77	31
Offer your counterpart a desired item or action in exchange for compliance with a request (i.e., us exchange tactics as a way to influence your counterpart).	1.45	1.48	31
Assess the impact of information on local economic factors.	1.45	1.71	31
Assess the impact of information on politics.	1.29	1.62	31
Provide symbolic rewards (e.g., certificates, coins) to your counterpart for good performance.	1.23	1.09	31
Prepare coalition partners to conduct cross-cultural negotiations and meetings.	1.03	1.47	31
Capitalize on the concept of "revenge" in your counterpart's culture.	1.03	1.56	31
Manage the release of information to local civilians.	1.03	1.54	31
Disclose sensitive information to a counterpart.	0.90	1.49	31
Talk about Family in your counterpart's language.	0.71	1.10	31
Work with an interpreter from the local population who has not been vetted.	0.71	1.42	31
Read the host nation's language.	0.68	1.28	31
Talk about economic issues in your counterpart's language	0.67	1.12	30
Talk about tribal issues in your counterpart's language.	0.60	1.07	30
Talk about politics in your counterpart's language.	0.58	1.29	31
Talk about religion in your counterpart's language.	0.48	1.03	31
Talk about sports in your counterpart's language.	0.45	1.06	31
Write in the host nation's language.	0.23	0.76	31
<i>Note.</i> 5= More than once a day, 4 = Once a day, 3 = Once a week, 2 = Once a month, 1 = A few times, 0 = Did not perform			

Table A-46***Means and Standard Deviations for Importance Ratings of Personnel Advisor Activities***

<i>Personnel Advisor Activities (Importance)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Communicate through an interpreter.	4.70	0.79	30
Evaluate the trustworthiness of your interpreter.	4.68	0.60	31
Understand the capabilities of your interpreter.	4.68	0.65	31
Establish your credibility with your counterpart.	4.42	0.81	31
Be tactful toward individuals from another culture.	4.42	0.67	31
Instruct a counterpart with the aid of an interpreter.	4.42	0.92	31
Conduct a meeting through an interpreter.	4.39	1.05	31
Understand your interpreter's cultural biases.	4.37	1.07	30
Recognize when individuals from the other culture were trying to manipulate you.	4.32	1.01	31
Understand the background of your interpreter.	4.29	1.01	31
Demonstrate a positive attitude.	4.29	1.01	31
Deal with corruption in your counterpart's organization.	4.23	0.82	30
Behave respectfully within the constraints of the relevant culture.	4.19	0.91	31
Exhibit a strong work ethic.	4.19	1.08	31
Actively listen to individuals from another culture.	4.17	0.99	30
Ask about your counterpart's Family.	4.16	0.97	31
Follow-up with your counterpart to ensure that work has been accomplished.	4.16	1.00	31
Communicate to your counterpart that you respect him.	4.16	0.97	31
Build a close relationship with your counterpart.	4.16	1.07	31
Interact with U.S. coalition forces (non-transition team members).	4.16	1.07	31
Find ways to deal with or work around corruption in the local environment.	4.13	0.97	30
Recognize differences between U.S. military culture and your counterpart's military culture.	4.10	1.16	30
Be supportive of a counterpart's decisions and activities.	4.10	1.16	31
Demonstrate to your counterpart that the transition team provides something of value.	4.10	1.22	31
Demonstrate tolerance toward individuals from another culture.	4.10	0.98	31
Prepare an interpreter for a meeting.	4.03	1.10	30
Exchanging common greetings in your counterpart's language.	4.03	1.45	31
Identify the training needs of your counterpart.	4.03	1.17	31
Coach or guide a counterpart to reach the next level of knowledge or skill.	4.03	1.08	31
Praise your counterpart for good performance.	4.03	1.20	31
Gain the trust of individuals from the relevant culture.	4.00	1.37	31
Read the facial expressions of individuals from your counterpart's culture.	4.00	1.18	31
Interpret the gestures of individuals from your counterpart's culture.	4.00	1.21	31

<i>Personnel Advisor Activities (Importance)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Adjust the way you treated individuals from the other culture, depending on their rank.	3.97	1.20	31
Identify the training needs of your counterpart's unit.	3.97	1.33	31
Serve as a role model for your counterpart.	3.97	1.54	31
Become comfortable with non-Western cultural norms.	3.97	1.07	30
Recognize differences between Western culture and your counterpart's culture.	3.97	1.13	30
Teach or instruct a counterpart in acquiring or improving a skill or ability.	3.94	1.36	31
Determine which information to provide and withhold from a counterpart.	3.94	1.31	31
Mentor or provide a counterpart with advice or counsel to assist him in making a decision through a mutually developed bond of trust.	3.94	1.21	31
Stress sustainability to the counterpart.	3.90	1.40	31
Stress unity of effort/purpose with one's counterpart.	3.90	1.14	31
Interpret the body language of individuals from your counterpart's culture.	3.90	1.25	31
Understand the background of your counterpart.	3.84	1.21	31
Assess the strengths and weaknesses of your counterpart's unit.	3.84	1.44	31
Spend "unstructured time" with your counterpart.	3.84	1.32	31
Establish short term goals for your counterpart to accomplish.	3.81	1.28	31
Speak common words in your counterpart's language.	3.81	1.47	31
Identify sources of corruption in the local environment.	3.80	1.47	30
Become comfortable with eating the food of another culture.	3.77	1.18	31
Spend "unstructured time" with your interpreter.	3.77	1.55	30
Assess the readiness of your counterpart's unit to perform missions.	3.74	1.71	31
Demonstrate support for your counterpart (increase authority and legitimacy by deferring, promoting, remaining in the shadows as much as possible).	3.71	1.62	31
Gain commitment from the counterpart and the counterpart's team.	3.68	1.30	31
Communicate organizational goals and objectives to the counterpart.	3.68	1.45	31
Influence how your counterpart perceives you.	3.65	1.38	31
Influence how your counterpart perceives your transition team.	3.65	1.40	31
Capitalize on what motivates your counterpart.	3.65	1.45	31
Use gestures commonly found in the host nation's culture.	3.65	1.40	31
Capitalize on your counterpart's perspective or point of view.	3.58	1.46	31
Prevent personal feelings toward your counterpart from interfering with the transition team mission.	3.58	1.59	31
Recognize how your counterpart's understanding of time impacts his behavior and decisions.	3.58	1.48	31
Take advantage of the concept of honor in your counterpart's culture.	3.58	1.73	31
Communicate the long term goals of the U.S. military to your counterpart.	3.55	1.52	31

<i>Personnel Advisor Activities (Importance)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Deal with U.S. coalition partners who do not understand the transition team purpose and mission.	3.55	1.59	31
Understand how religion impacts the current operating environment.	3.55	1.41	31
Judge your counterpart's actions according to his cultural standards.	3.53	1.20	30
Predict how your counterpart will behave.	3.52	1.48	31
Give your counterpart feedback for poor performance.	3.50	1.63	30
Explain the role of the transition team to coalition forces.	3.48	1.59	31
Apply principles of team building in a cross-cultural setting.	3.48	1.50	31
Adjust the way you treated individuals from the other culture, depending on their age.	3.48	1.57	31
Speak to others in the host nation's language.	3.48	1.34	31
Work with an unfamiliar interpreter.	3.47	1.55	30
Limit how your cultural bias affects your perceptions of your counterpart's behavior.	3.45	1.57	31
Stress to coalition forces that the advisor is not in command of the counterpart.	3.45	1.80	31
Understand the implications of religion for military operations.	3.42	1.57	31
Adjust the way you treated individuals from the other culture, depending on their gender.	3.42	1.95	31
Explain to your counterpart how compliance with your request would benefit him (i.e., apply "apprising" tactics to influence your counterpart).	3.35	1.60	31
Share your personal history or information with your counterpart.	3.35	1.56	31
Demonstrate enthusiasm of the transition team work to your counterpart.	3.33	1.47	30
Express compassion toward individuals of a different culture.	3.32	1.40	31
Capitalize on the similarities between your beliefs, values, and goals and those of your counterpart.	3.30	1.37	30
Take advantage of the role of power and authority in the relevant culture.	3.29	1.88	31
Use knowledge about military influences to understand the behavior of an individual from the relevant culture.	3.29	1.30	31
Use knowledge about religious influences to understand the behavior of an individual from the relevant culture.	3.29	1.72	31
Stress the legitimacy of the transition team work.	3.29	1.87	31
Employ a Rapport Plan (continuously plan, execute, and refine methods to increase the closeness of the relationship with your counterpart).	3.27	1.95	30
Adjust the way you treated individuals from the other culture, depending on their social status.	3.26	1.57	31
Manage a training program that targets individuals from another culture.	3.26	1.75	31
Use knowledge about geography to understand the behavior of an individual from the relevant culture.	3.23	1.52	30
Capitalize on your counterpart's belief system.	3.23	1.68	30
Build a consensus with individuals from the relevant culture.	3.23	1.56	31
Assess the impact of information on military factors.	3.23	1.89	31

<i>Personnel Advisor Activities (Importance)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Share personal information about yourself with your interpreter.	3.23	1.86	31
Use knowledge about professional influences to understand the behavior of an individual from the relevant culture.	3.19	1.40	31
Understand the general theology of different religions found in your operating area.	3.19	1.62	31
Use knowledge about social influences to understand the behavior of an individual from the relevant culture.	3.19	1.58	31
Interact with foreign coalition forces.	3.16	1.71	31
Influence your counterpart to adopt a course of action by telling him that you would collaborate (e.g., indicate that you would cooperate or provide resources).	3.16	1.77	31
Provide symbolic rewards (e.g., certificates, coins) to your counterpart for good performance.	3.13	1.82	31
Use knowledge about customs and traditions to understand the behavior of an individual from the relevant culture.	3.13	1.67	31
Use rational persuasion (i.e., provide logical arguments and evidence) to influence your counterpart.	3.13	1.67	31
Take advantage of the concept of hospitality in your counterpart's culture.	3.13	1.78	31
Display the body language and posture commonly found in the host nation's culture.	3.13	1.54	31
Apply pressure tactics as a way to influence your counterpart.	3.10	1.85	31
Preparing your counterpart to conduct negotiations and meetings.	3.07	1.74	30
Prepare one's transition team for a meeting in which an interpreter would be used.	3.07	1.91	30
Use knowledge about demographic influences (e.g., age, sex) to understand the behavior of an individual from the relevant culture.	3.03	1.59	30
Use knowledge about educational influences to understand the behavior of an individual from the relevant culture.	3.03	1.56	30
Take advantage of the host nation's military culture.	2.97	1.87	31
Manage interpersonal conflict effectively in a cross-cultural setting.	2.97	1.80	31
Deal with chain of command issues with coalition forces	2.94	1.97	31
Restrict sensitive information provided to a counterpart.	2.94	1.82	31
Take advantage of the social hierarchy of the relevant culture.	2.90	1.81	31
Use knowledge about tribal influences to understand the behavior of an individual from the relevant culture.	2.90	1.56	31
Instruct a counterpart without the aid of an interpreter.	2.90	1.80	31
Identify and manage potential divisions among religious groups.	2.90	1.74	29
Understand the history of different religions found in your operating area.	2.87	1.63	30
Use knowledge about historical influences to understand the behavior of an individual from the relevant culture.	2.80	1.56	30
Use knowledge about economic influences to understand the behavior of an individual from the relevant culture.	2.80	1.73	30
Display the facial expressions commonly used by individuals from the host nation.	2.71	1.75	31

<i>Personnel Advisor Activities (Importance)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Take advantage of how historical events are relevant to the current operating environment.	2.68	1.78	31
Use knowledge about criminal influences to understand the behavior of an individual from the relevant culture.	2.67	1.71	30
Use your legitimate authority (i.e., your position, rank, or status) to influence your counterpart.	2.67	1.69	30
Talk about Family in your counterpart's language.	2.63	1.77	30
Deal with foreign coalition partners who do not understand the transition team purpose and mission.	2.61	1.84	31
Assess the impact of information on social factors.	2.55	1.88	31
Take advantage of the role of reconciliation in your counterpart's culture.	2.53	2.03	30
Assess the impact of information on politics.	2.52	1.93	31
Become comfortable with same-sex activities (e.g., male-male hand holding, kissing during greetings).	2.50	1.94	30
Let your counterpart participate in transition team activities or decisions in order to gain his compliance and commitment (i.e., use participation as an influence tactic).	2.45	1.96	31
Adjust the way you treated individuals from the other culture, depending on his/her tribal affiliation.	2.42	1.93	31
Talk about economic issues in your counterpart's language	2.41	1.72	29
Talk about tribal issues in your counterpart's language.	2.39	1.81	28
Appeal to the emotions of your counterpart (i.e., engage in inspirational influence tactics) to influence him.	2.39	1.86	31
Promote your counterpart's authority to coalition forces.	2.32	2.10	31
Offer your counterpart a desired item or action in exchange for compliance with a request (i.e., us exchange tactics as a way to influence your counterpart).	2.32	1.83	31
Assess the impact of information on local economic factors.	2.26	1.83	31
Prepare coalition partners to conduct cross-cultural negotiations and meetings.	2.13	2.14	31
Use personal appeal (i.e., ask an individual to comply out of loyalty or friendship) to influence your counterpart.	2.13	2.00	31
Talk about religion in your counterpart's language.	2.07	1.53	29
Manage the release of information to local civilians.	2.06	1.98	31
Work with an interpreter from the local population who has not been vetted.	2.00	2.11	31
Read the host nation's language.	1.97	1.70	31
Talk about sports in your counterpart's language.	1.94	1.73	31
Disclose sensitive information to a counterpart.	1.90	2.02	31
Talk about politics in your counterpart's language.	1.87	1.65	31
Capitalize on the concept of "revenge" in your counterpart's culture.	1.77	2.09	31
Write in the host nation's language.	1.71	1.62	31
<i>Note.</i> 5= Extremely important, 4 = Very important, 3 = Moderately important, 2 = Some importance, 1 = Little importance, 0 = None			

Table A-47***Means and Standard Deviations for F-I Ratings of Personnel Advisor Activities***

<i>Personnel Advisor Activities (F-I Composite)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Communicate through an interpreter.	20.93	5.79	29
Understand the capabilities of your interpreter.	19.10	7.01	29
Exhibit a strong work ethic.	18.29	6.67	31
Evaluate the trustworthiness of your interpreter.	18.28	7.16	29
Be tactful toward individuals from another culture.	18.23	5.95	31
Demonstrate a positive attitude.	17.97	6.10	31
Instruct a counterpart with the aid of an interpreter.	17.55	7.04	31
Conduct a meeting through an interpreter.	17.30	6.39	30
Establish your credibility with your counterpart.	17.26	6.05	31
Demonstrate tolerance toward individuals from another culture.	17.03	6.54	31
Exchange common greetings in your counterpart's language.	16.94	8.89	31
Recognize differences between U.S. military culture and your counterpart's military culture.	16.90	8.04	30
Behave respectfully within the constraints of the relevant culture.	16.84	6.90	31
Actively listen to individuals from another culture.	16.73	6.99	30
Understand the background of your interpreter.	16.66	7.35	29
Understand your interpreter's cultural biases.	16.64	7.76	28
Read the facial expressions of individuals from your counterpart's culture.	16.61	8.29	31
Serve as a role model for your counterpart.	16.55	7.82	31
Interpret the gestures of individuals from your counterpart's culture.	16.32	7.87	31
Build a close relationship with your counterpart.	16.26	7.03	31
Interact with U.S. coalition forces (non-transition team members).	16.00	7.31	31
Interpret the body language of individuals from your counterpart's culture.	15.94	8.47	31
Ask about your counterpart's Family.	15.87	6.57	31
Become comfortable with non-Western cultural norms.	15.67	8.44	30
Communicate to your counterpart that you respect him.	15.65	6.56	31
Be supportive of a counterpart's decisions and activities.	15.61	6.88	31
Recognize differences between Western culture and your counterpart's culture.	15.55	8.03	29
Demonstrate to your counterpart that the transition team provides something of value.	15.52	6.62	31
Recognize when individuals from the other culture were trying to manipulate you.	15.29	7.83	31
Speak common words in your counterpart's language.	15.00	9.09	31
Spend "unstructured time" with your interpreter.	14.93	9.06	30
Gain the trust of individuals from the relevant culture.	14.81	8.22	31
Use gestures commonly found in the host nation's culture.	14.55	8.75	31

<i>Personnel Advisor Activities (F-I Composite)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Deal with corruption in your counterpart's organization.	14.40	7.23	30
Teach or instruct a counterpart in acquiring or improving a skill or ability.	13.93	7.83	30
Follow-up with your counterpart to ensure that work has been accomplished.	13.77	5.95	31
Stress sustainability to the counterpart.	13.68	8.29	31
Take advantage of the concept of honor in your counterpart's culture.	13.61	9.42	31
Spend "unstructured time" with your counterpart.	13.61	8.60	31
Demonstrate support for your counterpart (increase authority and legitimacy by deferring, promoting, remaining in the shadows as much as possible).	13.52	8.52	31
Stress unity of effort/purpose with one's counterpart.	13.45	7.31	31
Become comfortable with eating the food of another culture.	13.45	7.67	31
Adjust the way you treated individuals from the other culture, depending on their rank.	13.39	8.35	31
Prepare an interpreter for a meeting.	13.30	7.64	30
Praise your counterpart for good performance.	13.16	6.80	31
Recognize how your counterpart's understanding of time impacts his behavior and decisions.	13.13	7.69	31
Influence how your counterpart perceives your transition team.	13.13	8.50	31
Understand the background of your counterpart.	13.00	8.30	31
Identify the training needs of your counterpart.	12.97	7.23	31
Determine which information to provide and withhold from a counterpart.	12.97	8.15	31
Coach or guide a counterpart to reach the next level of knowledge or skill.	12.87	6.57	31
Capitalize on what motivates your counterpart.	12.81	8.05	31
Find ways to deal with or work around corruption in the local environment.	12.68	8.40	31
Mentor or provide a counterpart with advice or counsel to assist him in making a decision through a mutually developed bond of trust.	12.65	7.99	31
Identify the training needs of your counterpart's unit.	12.61	7.29	31
Understand how religion impacts the current operating environment.	12.52	8.74	31
Influence how your counterpart perceives you.	12.52	8.05	31
Limit how your cultural bias affects your perceptions of your counterpart's behavior.	12.45	8.72	31
Communicate organizational goals and objectives to the counterpart.	12.32	7.37	31
Judge your counterpart's actions according to his cultural standards.	12.23	7.97	30
Predict how your counterpart will behave.	12.06	8.00	31
Demonstrate enthusiasm of the transition team work to your counterpart.	12.03	7.73	30
Capitalize on your counterpart's perspective or point of view.	11.97	7.90	31
Gain commitment from the counterpart and the counterpart's team.	11.74	7.00	31
Identify sources of corruption in the local environment.	11.67	7.77	30
Prevent personal feelings toward your counterpart from interfering with the transition team mission.	11.61	9.05	31

<i>Personnel Advisor Activities (F-I Composite)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Understand the implications of religion for military operations.	11.58	8.45	31
Share personal information about yourself with your interpreter.	11.55	9.53	31
Assess the strengths and weaknesses of your counterpart's unit.	11.55	7.14	31
Take advantage of the role of power and authority in the relevant culture.	11.55	9.52	31
Take advantage of the concept of hospitality in your counterpart's culture.	11.52	9.25	31
Adjust the way you treated individuals from the other culture, depending on their age.	11.48	8.36	31
Assess the readiness of your counterpart's unit to perform missions.	11.45	7.89	31
Deal with U.S. coalition partners who do not understand the transition team purpose and mission.	11.26	9.29	31
Share your personal history or information with your counterpart.	11.26	8.83	31
Express compassion toward individuals of a different culture.	11.19	9.17	31
Capitalize on your counterpart's belief system.	11.13	8.18	30
Use knowledge about religious influences to understand the behavior of an individual from the relevant culture.	11.13	9.04	31
Stress the legitimacy of the transition team work.	11.10	9.30	31
Apply principles of team building in a cross-cultural setting.	10.77	7.47	31
Give your counterpart feedback for poor performance.	10.73	7.84	30
Capitalize on the similarities between your beliefs, values, and goals and those of your counterpart.	10.70	7.98	30
Adjust the way you treated individuals from the other culture, depending on their gender.	10.65	10.00	31
Establish short term goals for your counterpart to accomplish.	10.52	6.54	31
Stress to coalition forces that the advisor is not in command of the counterpart.	10.32	9.12	31
Use rational persuasion (i.e., provide logical arguments and evidence) to influence your counterpart.	10.32	7.51	31
Take advantage of the host nation's military culture.	10.16	8.79	31
Employ a Rapport Plan (continuously plan, execute, and refine methods to increase the closeness of the relationship with your counterpart).	10.13	9.10	30
Apply pressure tactics as a way to influence your counterpart.	10.13	9.06	30
Build a consensus with individuals from the relevant culture.	10.10	7.71	31
Explain to your counterpart how compliance with your request would benefit him (i.e., apply "appraising" tactics to influence your counterpart).	10.06	7.31	31
Speak to others in the host nation's language.	9.97	8.66	31
Understand the general theology of different religions found in your operating area.	9.97	7.95	31
Use knowledge about social influences to understand the behavior of an individual from the relevant culture.	9.83	7.86	30
Use knowledge about customs and traditions to understand the behavior of an individual from the relevant culture.	9.81	7.52	31
Manage interpersonal conflict effectively in a cross-cultural setting.	9.55	7.68	31

<i>Personnel Advisor Activities (F-I Composite)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Assess the impact of information on military factors.	9.52	7.89	31
Take advantage of the social hierarchy of the relevant culture.	9.52	8.91	31
Become comfortable with same-sex activities (e.g., male-male hand holding, kissing during greetings).	9.50	10.29	30
Manage a training program that targets individuals from another culture.	9.50	8.11	30
Communicate the long term goals of the U.S. military to your counterpart.	9.29	6.69	31
Explain the role of the transition team to coalition forces.	9.29	7.52	31
Adjust the way you treated individuals from the other culture, depending on their social status.	9.29	8.30	31
Influence your counterpart to adopt a course of action by telling him that you would collaborate (e.g., indicate that you would cooperate or provide resources).	9.13	7.37	31
Display the body language and posture commonly found in the host nation's culture.	9.06	9.43	31
Identify and manage potential divisions among religious groups.	8.86	8.86	29
Use knowledge about military influences to understand the behavior of an individual from the relevant culture.	8.68	6.75	31
Use knowledge about professional influences to understand the behavior of an individual from the relevant culture.	8.61	7.20	31
Understand the history of different religions found in your operating area.	8.60	8.47	30
Take advantage of the role of reconciliation in your counterpart's culture.	8.47	9.41	30
Use knowledge about geography to understand the behavior of an individual from the relevant culture.	8.37	6.73	30
Use knowledge about demographic influences (e.g., age, sex) to understand the behavior of an individual from the relevant culture.	8.30	7.19	30
Prepare one's transition team for a meeting in which an interpreter would be used.	8.13	7.40	30
Deal with chain of command issues with coalition forces.	8.10	7.83	31
Interact with foreign coalition forces.	7.81	7.14	31
Use knowledge about economic influences to understand the behavior of an individual from the relevant culture.	7.63	7.63	30
Use knowledge about tribal influences to understand the behavior of an individual from the relevant culture.	7.58	6.82	31
Take advantage of how historical events relate to the current operating environment.	7.48	7.75	31
Use knowledge about educational influences to understand the behavior of an individual from the relevant culture.	7.47	7.61	30
Prepare your counterpart to conduct negotiations and meetings.	7.27	6.97	30
Display the facial expressions commonly used by individuals from the host nation.	7.23	8.98	31
Instruct a counterpart without the aid of an interpreter.	7.19	7.73	31
Use knowledge about historical influences to understand the behavior of an individual from the relevant culture.	7.07	6.63	30
Restrict sensitive information provided to a counterpart.	7.03	7.88	31

<i>Personnel Advisor Activities (F-I Composite)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Use knowledge about criminal influences to understand the behavior of an individual from the relevant culture.	6.97	7.23	30
Assess the impact of information on social factors.	6.94	8.49	31
Use your legitimate authority (i.e., your position, rank, or status) to influence your counterpart.	6.83	7.19	30
Deal with foreign coalition partners who do not understand the transition team purpose and mission.	6.77	8.23	31
Appeal to the emotions of your counterpart (i.e., engage in inspirational influence tactics) to influence him.	6.68	7.58	31
Promote your counterpart's authority to coalition forces.	6.52	8.21	31
Use personal appeal (i.e., ask an individual to comply out of loyalty or friendship) to influence your counterpart.	6.35	7.94	31
Let your counterpart participate in transition team activities and decisions in order to gain his compliance and commitment (i.e., use participation as an influence tactic).	6.13	7.80	31
Assess the impact of information on local economic factors.	5.39	7.50	31
Offer your counterpart something that he wants in exchange for compliance with a request (i.e., use exchange tactics as a way to influence your counterpart).	5.35	6.95	31
Assess the impact of information on politics.	5.19	7.00	31
Work with an unfamiliar interpreter.	5.06	5.31	31
Provide symbolic rewards (e.g., certificates, coins) to your counterpart for good performance.	5.00	5.32	31
Prepare coalition partners to conduct cross-cultural negotiations and meetings.	4.68	6.99	31
Adjust how you treat an individual from the other culture, depending on his/her tribal affiliation.	4.58	7.17	31
Capitalize on the concept of "revenge" in your counterpart's culture.	4.10	6.88	31
Manage the release of information to local civilians.	3.87	6.29	31
Disclose sensitive information to a counterpart.	3.29	6.71	31
Talk about Family in your counterpart's language.	2.94	5.14	31
Work with an interpreter from the local population who has not been vetted.	2.58	6.10	31
Read the host nation's language.	2.55	5.98	31
Talk about economic issues in your counterpart's language.	2.53	5.12	30
Talk about tribal issues in your counterpart's language.	2.37	4.90	30
Talk about politics in your counterpart's language.	1.81	4.58	31
Talk about sports in your counterpart's language.	1.71	4.31	31
Talk about religion in your counterpart's language.	1.58	4.15	31
Write in the host nation's language.	0.74	3.59	31

Table A-48*Means and Standard Deviations for F-I, Frequency, and Importance Ratings of Personnel Advisor KSAs*

<i>Personnel Advisor KSAs</i>	<u>F-I</u>			<u>Frequency</u>			<u>Importance</u>		
	<i>M</i>	<i>SD</i>	<i>N</i>	<i>M</i>	<i>SD</i>	<i>N</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Instructing CP through Interpreter	17.55	7.04	31	3.81	1.17	31	4.42	0.92	31
Establishing Credibility	16.39	5.73	31	3.74	0.96	31	4.26	0.91	31
Interpreting Nonverbal Behavior	16.29	8.07	31	3.82	1.50	31	3.97	1.20	31
Role Modeling	16.25	6.20	30	3.83	0.93	30	3.95	1.08	30
Speaking Common Words in CP Language	15.97	8.72	31	3.61	1.75	31	3.92	1.43	31
Consideration and Respect	15.93	5.39	31	3.73	0.89	31	4.06	0.74	31
Using an Interpreter	15.84	5.09	28	3.57	0.93	29	4.15	0.64	30
Sensing Manipulation	15.29	7.83	31	3.42	1.46	31	4.32	1.01	31
Building Rapport	14.57	6.25	31	3.37	1.04	31	3.94	0.91	31
Comparing One's Culture with CP Culture	14.49	6.93	29	3.43	1.23	31	3.79	0.99	30
Interacting with US Coalition Forces	13.63	6.91	31	3.15	1.29	31	3.85	1.10	31
Mentoring and Coaching	13.33	6.75	30	3.08	1.22	30	3.97	0.98	31
Dealing with Corruption	13.10	6.30	29	2.96	1.18	30	4.08	0.88	28
Managing Perceptions About the Advisor Team	12.82	8.15	31	3.10	1.53	31	3.65	1.37	31
Identifying Training Needs	12.79	7.22	31	2.89	1.31	31	4.00	1.21	31
Suppressing Cultural Bias	12.59	6.02	31	3.03	1.12	31	3.47	1.00	31
Understanding CP	12.34	6.24	31	3.03	1.10	31	3.57	1.05	31
Judging by CP's Standards	12.23	7.97	30	3.06	1.41	31	3.53	1.20	30
Establishing Goals	11.85	5.24	31	2.81	0.90	31	3.77	0.95	31
Assessing CP Unit Performance	11.50	7.37	31	2.61	1.37	31	3.79	1.50	31
Communicating Legitimacy of Advisor Team Work	11.10	9.30	31	2.55	1.79	31	3.29	1.87	31
Cross-Cultural Team Building	10.77	7.47	31	2.61	1.43	31	3.48	1.50	31
Managing CP Performance	10.52	5.00	30	2.54	0.87	31	3.72	1.03	30
Using Nonverbal Behavior	10.28	7.82	31	2.49	1.65	31	3.16	1.38	31
Knowledge of Religious Influences	10.28	7.22	31	2.58	1.41	31	3.20	1.33	31
Employing a Rapport Plan	10.13	9.10	30	2.40	1.75	30	3.27	1.95	30
Building Consensus	10.10	7.71	31	2.52	1.52	31	3.23	1.56	31
Tailoring Interactions to Cultural Demographics	9.88	6.67	31	2.44	1.40	31	3.31	1.17	31

<i>Personnel Advisor KSAs</i>	<u>F-I</u>			<u>Frequency</u>			<u>Importance</u>		
	<i>M</i>	<i>SD</i>	<i>N</i>	<i>M</i>	<i>SD</i>	<i>N</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Managing Interpersonal Conflict	9.56	7.68	31	2.39	1.58	31	2.97	1.80	31
Leveraging Cultural Knowledge	9.53	6.01	31	2.31	1.16	31	2.86	1.32	31
Managing a Training Program	9.50	8.11	30	2.27	1.60	30	3.26	1.75	31
Using Proactive Influence Tactics	8.73	5.32	31	2.18	1.07	31	2.92	1.23	31
Understanding the Operating Environment	8.40	6.35	30	2.17	1.25	30	3.03	1.31	30
Informing and Engaging Coalition Forces	7.78	6.25	31	1.83	1.21	31	2.86	1.42	31
Interacting with Foreign Coalition Forces	7.29	7.10	31	1.87	1.44	31	2.89	1.62	31
Preparing CP for Negotiations/Meetings	7.27	6.97	30	1.77	1.43	30	3.07	1.74	30
Instructing CP without Interpreter	7.19	7.73	31	1.94	1.59	31	2.90	1.80	31
Managing Information	6.77	5.02	31	1.67	1.08	31	2.67	1.34	31
Working with Unfamiliar Interpreter	5.06	5.31	31	1.65	1.33	31	2.00	2.11	31
Working with an Unvetted Interpreter	2.58	6.10	31	0.71	1.42	31	3.47	1.55	30
Maintaining a Conversation in CP Language	2.13	3.82	31	0.58	0.88	31	2.24	1.56	29
Reading and Writing in CP Language	1.65	4.27	31	0.45	0.92	31	1.84	1.61	31

Note. Frequency Ratings: 5= More than once a day, 4 = Once a day, 3 = Once a week, 2 = Once a month, 1 = A few times, 0 = Did not perform. Importance Ratings: 5= Extremely important, 4 = Very important, 3 = Moderately important, 2 = Some importance, 1 = Little importance, 0 = None

Table A-49***Means and Standard Deviations for Frequency Ratings of Staff/Maneuver Advisor Activities***

<i>Staff/Maneuver Advisor Activities (Frequency)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Communicate through an interpreter.	4.53	0.93	40
Exchanging common greetings in your counterpart's language.	4.43	0.98	40
Understand the capabilities of your interpreter.	4.42	0.79	38
Be tactful toward individuals from another culture.	4.40	1.10	40
Demonstrate tolerance toward individuals from another culture.	4.40	1.15	40
Demonstrate a positive attitude.	4.23	0.83	40
Actively listen to individuals from another culture.	4.23	1.12	40
Exhibit a strong work ethic.	4.20	0.91	40
Serve as a role model for your counterpart.	4.20	0.94	40
Instruct a counterpart with the aid of an interpreter.	4.18	0.87	40
Establish your credibility with your counterpart.	4.15	1.10	40
Speak common words in your counterpart's language.	4.10	1.10	40
Recognize differences between Western culture and your counterpart's culture.	4.08	1.05	40
Recognize differences between U.S. military culture and your counterpart's military culture.	4.05	1.04	40
Demonstrate to your counterpart that the transition team provides something of value.	4.03	1.06	39
Interpret the gestures of individuals from your counterpart's culture.	4.03	1.00	40
Conduct a meeting through an interpreter.	4.00	1.13	40
Become comfortable with non-Western cultural norms.	4.00	1.32	40
Read the facial expressions of individuals from your counterpart's culture.	3.98	1.10	40
Interpret the body language of individuals from your counterpart's culture.	3.93	1.12	40
Behave respectfully within the constraints of the relevant culture.	3.93	1.05	40
Evaluate the trustworthiness of your interpreter.	3.89	1.33	38
Build a close relationship with your counterpart.	3.83	1.30	40
Use gestures commonly found in the host nation's culture.	3.70	1.44	40
Interact with U.S. coalition forces (non-transition team members).	3.70	1.34	40
Be supportive of a counterpart's decisions and activities.	3.66	1.10	38
Mentor or provide a counterpart with advice or counsel to assist him in making a decision through a mutually developed bond of trust.	3.63	1.21	40
Follow-up with your counterpart to ensure that work has been accomplished.	3.63	1.13	40
Recognize how your counterpart's understanding of time impacts his behavior and decisions.	3.59	1.31	39
Praise your counterpart for good performance.	3.58	0.98	40
Understand the background of your counterpart.	3.58	1.06	40
Communicate to your counterpart that you respect him.	3.55	1.15	40

<i>Staff/Maneuver Advisor Activities (Frequency)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Spend "unstructured time" with your interpreter.	3.50	1.32	40
Become comfortable with eating the food of another culture.	3.50	1.11	40
Identify the training needs of your counterpart.	3.44	1.14	39
Predict how your counterpart will behave.	3.43	1.47	40
Identify the training needs of your counterpart's unit.	3.41	1.16	39
Understand the background of your interpreter.	3.39	1.46	38
Understand your interpreter's cultural biases.	3.39	1.42	38
Gain the trust of individuals from the relevant culture.	3.38	1.39	40
Assess the strengths and weaknesses of your counterpart's unit.	3.36	1.11	39
Communicate organizational goals and objectives to the counterpart.	3.34	1.38	38
Stress sustainability to the counterpart.	3.33	1.33	40
Recognize when individuals from the other culture were trying to manipulate you.	3.33	1.40	40
Stress unity of effort/purpose with one's counterpart.	3.33	1.42	40
Deal with corruption in your counterpart's organization.	3.31	1.42	39
Teach or instruct a counterpart in acquiring or improving a skill or ability.	3.30	1.36	40
Prepare an interpreter for a meeting.	3.30	1.49	40
Express compassion toward individuals of a different culture.	3.30	1.52	40
Understand how religion impacts the current operating environment.	3.28	1.57	40
Capitalize on the similarities between your beliefs, values, and goals and those of your counterpart.	3.25	1.45	40
Ask about your counterpart's Family.	3.23	1.29	39
Find ways to deal with or work around corruption in the local environment.	3.23	1.44	40
Spend "unstructured time" with your counterpart.	3.23	1.12	40
Judge your counterpart's actions according to his cultural standards.	3.23	1.31	40
Gain commitment from the counterpart and the counterpart's team.	3.21	1.09	38
Assess the readiness of your counterpart's unit to perform missions.	3.21	1.26	39
Use rational persuasion (i.e., provide logical arguments and evidence) to influence your counterpart.	3.20	1.36	40
Adjust the way you treated individuals from the other culture, depending on their rank.	3.18	1.41	40
Determine which information to provide and withhold from a counterpart.	3.18	1.63	40
Demonstrate support for your counterpart (increase authority and legitimacy by deferring, promoting, remaining in the shadows as much as possible).	3.15	1.55	40
Demonstrate enthusiasm of the transition team work to your counterpart.	3.15	1.51	40
Display the body language and posture commonly found in the host nation's culture.	3.15	1.73	40
Coach or guide a counterpart to reach the next level of knowledge or skill.	3.08	1.49	40
Limit how your cultural bias affects your perceptions of your counterpart's behavior.	3.05	1.34	40

<i>Staff/Maneuver Advisor Activities (Frequency)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Influence how your counterpart perceives your transition team.	3.05	1.38	40
Capitalize on what motivates your counterpart.	3.05	1.26	40
Apply principles of team building in a cross-cultural setting.	3.03	1.62	38
Give your counterpart feedback for poor performance.	3.03	1.31	40
Stress to coalition forces that the advisor is not in command of the counterpart.	2.97	1.61	39
Identify sources of corruption in the local environment.	2.95	1.70	39
Interact with foreign coalition forces.	2.93	1.80	40
Share personal information about yourself with your interpreter.	2.93	1.46	40
Take advantage of the role of power and authority in the relevant culture.	2.93	1.65	40
Capitalize on your counterpart's perspective or point of view.	2.90	1.24	40
Deal with U.S. coalition partners who do not understand the transition team purpose and mission.	2.90	1.66	40
Use knowledge about social influences to understand the behavior of an individual from the relevant culture.	2.88	1.38	40
Speak to others in the host nation's language.	2.85	1.61	40
Influence how your counterpart perceives you.	2.83	1.39	40
Adjust the way you treated individuals from the other culture, depending on their age.	2.83	1.60	40
Establish short term goals for your counterpart to accomplish.	2.78	1.35	40
Use knowledge about customs and traditions to understand the behavior of an individual from the relevant culture.	2.75	1.50	40
Use knowledge about military influences to understand the behavior of an individual from the relevant culture.	2.75	1.41	40
Employ a Rapport Plan (continuously plan, execute, and refine methods to increase the closeness of the relationship with your counterpart).	2.75	1.69	40
Stress the legitimacy of the transition team work.	2.74	1.68	39
Use knowledge about religious influences to understand the behavior of an individual from the relevant culture.	2.69	1.62	39
Manage interpersonal conflict effectively in a cross-cultural setting.	2.68	1.42	38
Communicate the long term goals of the U.S. military to your counterpart.	2.68	1.19	40
Use knowledge about professional influences to understand the behavior of an individual from the relevant culture.	2.68	1.73	40
Take advantage of the concept of honor in your counterpart's culture.	2.65	1.53	40
Explain to your counterpart how compliance with your request would benefit him (i.e., apply "appraising" tactics to influence your counterpart).	2.63	1.39	40
Explain the role of the transition team to coalition forces.	2.63	1.67	40
Capitalize on your counterpart's belief system.	2.60	1.46	40
Take advantage of how historical events are relevant to the current operating environment.	2.60	1.43	40
Deal with chain of command issues with coalition forces	2.59	1.68	39

<i>Staff/Maneuver Advisor Activities (Frequency)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Build a consensus with individuals from the relevant culture.	2.58	1.43	38
Restrict sensitive information provided to a counterpart.	2.58	1.53	40
Manage a training program that targets individuals from another culture.	2.58	1.62	40
Influence your counterpart to adopt a course of action by telling him that you would collaborate (e.g., indicate that you would cooperate or provide resources).	2.58	1.48	40
Promote your counterpart's authority to coalition forces.	2.56	1.60	39
Understand the implications of religion for military operations.	2.49	1.64	39
Take advantage of the concept of hospitality in your counterpart's culture.	2.48	1.50	40
Share your personal history or information with your counterpart.	2.48	1.41	40
Adjust the way you treated individuals from the other culture, depending on their social status.	2.43	1.78	40
Assess the impact of information on military factors.	2.41	1.53	39
Deal with foreign coalition partners who do not understand the transition team purpose and mission.	2.40	1.97	40
Become comfortable with same-sex activities (e.g., male-male hand holding, kissing during greetings).	2.40	1.86	40
Use knowledge about educational influences to understand the behavior of an individual from the relevant culture.	2.33	1.72	39
Adjust the way you treated individuals from the other culture, depending on their gender.	2.30	1.83	40
Take advantage of the host nation's military culture.	2.30	1.84	40
Understand the history of different religions found in your operating area.	2.23	1.88	39
Prepare coalition partners to conduct cross-cultural negotiations and meetings.	2.23	1.83	39
Let your counterpart participate in transition team activities or decisions in order to gain his compliance and commitment (i.e., use participation as an influence tactic).	2.23	1.79	40
Understand the general theology of different religions found in your operating area.	2.23	1.82	40
Display the facial expressions commonly used by individuals from the host nation.	2.23	1.87	40
Use knowledge about tribal influences to understand the behavior of an individual from the relevant culture.	2.18	1.72	40
Use knowledge about demographic influences (e.g., age, sex) to understand the behavior of an individual from the relevant culture.	2.15	1.66	39
Prevent personal feelings toward your counterpart from interfering with the transition team mission.	2.15	1.65	39
Use knowledge about geography to understand the behavior of an individual from the relevant culture.	2.13	1.69	39
Use knowledge about economic influences to understand the behavior of an individual from the relevant culture.	2.08	1.78	39
Prepare one's transition team for a meeting in which an interpreter would be used.	2.05	1.79	38
Assess the impact of information on social factors.	2.05	1.65	40
Preparing your counterpart to conduct negotiations and meetings.	2.03	1.56	40

<i>Staff/Maneuver Advisor Activities (Frequency)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Provide symbolic rewards (e.g., certificates, coins) to your counterpart for good performance.	2.00	1.45	40
Use personal appeal (i.e., ask an individual to comply out of loyalty or friendship) to influence your counterpart.	2.00	1.57	40
Use knowledge about historical influences to understand the behavior of an individual from the relevant culture.	1.97	1.55	39
Apply pressure tactics as a way to influence your counterpart.	1.95	1.47	40
Assess the impact of information on politics.	1.93	1.70	40
Identify and manage potential divisions among religious groups.	1.93	1.97	40
Use your legitimate authority (i.e., your position, rank, or status) to influence your counterpart.	1.90	1.71	40
Appeal to the emotions of your counterpart (i.e., engage in inspirational influence tactics) to influence him.	1.88	1.51	40
Take advantage of the social hierarchy of the relevant culture.	1.83	1.68	40
Assess the impact of information on local economic factors.	1.78	1.61	40
Instruct a counterpart without the aid of an interpreter.	1.73	1.54	40
Adjust the way you treated individuals from the other culture, depending on his/her tribal affiliation.	1.73	1.89	40
Offer your counterpart a desired item or action in exchange for compliance with a request (i.e., us exchange tactics as a way to influence your counterpart).	1.72	1.38	39
Take advantage of the role of reconciliation in your counterpart's culture.	1.65	1.70	40
Use knowledge about criminal influences to understand the behavior of an individual from the relevant culture.	1.51	1.57	39
Disclose sensitive information to a counterpart.	1.48	1.40	40
Work with an unfamiliar interpreter.	1.47	1.20	38
Manage the release of information to local civilians.	1.20	1.44	40
Talk about Family in your counterpart's language.	1.05	1.40	40
Talk about religion in your counterpart's language.	0.85	1.41	40
Talk about economic issues in your counterpart's language	0.78	1.27	40
Work with an interpreter from the local population who has not been vetted.	0.78	1.27	40
Talk about tribal issues in your counterpart's language.	0.73	1.18	40
Capitalize on the concept of "revenge" in your counterpart's culture.	0.72	1.30	39
Talk about sports in your counterpart's language.	0.58	1.03	40
Read the host nation's language.	0.53	1.04	40
Talk about politics in your counterpart's language.	0.50	1.11	40
Write in the host nation's language.	0.20	0.61	40

Note. 5= More than once a day, 4 = Once a day, 3 = Once a week, 2 = Once a month, 1 = A few times, 0 = Did not perform

Table A-50***Means and Standard Deviations for Importance Ratings of Staff/Maneuver Advisor Activities***

<i>Staff/Maneuver Advisor Activities (Importance)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Communicate through an interpreter.	4.90	0.38	40
Understand the capabilities of your interpreter.	4.88	0.40	40
Conduct a meeting through an interpreter.	4.85	0.48	40
Evaluate the trustworthiness of your interpreter.	4.70	0.56	40
Establish your credibility with your counterpart.	4.68	0.62	40
Recognize when individuals from the other culture were trying to manipulate you.	4.63	0.63	40
Serve as a role model for your counterpart.	4.58	0.64	40
Demonstrate tolerance toward individuals from another culture.	4.58	0.93	40
Build a close relationship with your counterpart.	4.55	0.60	40
Demonstrate to your counterpart that the transition team provides something of value.	4.50	0.72	40
Be tactful toward individuals from another culture.	4.50	0.93	40
Recognize differences between U.S. military culture and your counterpart's military culture.	4.48	0.72	40
Instruct a counterpart with the aid of an interpreter.	4.48	0.85	40
Behave respectfully within the constraints of the relevant culture.	4.48	0.68	40
Recognize differences between Western culture and your counterpart's culture.	4.48	0.75	40
Identify the training needs of your counterpart.	4.46	0.82	39
Actively listen to individuals from another culture.	4.45	0.96	40
Be supportive of a counterpart's decisions and activities.	4.45	0.83	38
Identify the training needs of your counterpart's unit.	4.44	0.82	39
Exhibit a strong work ethic.	4.40	0.90	40
Demonstrate a positive attitude.	4.40	0.84	40
Communicate to your counterpart that you respect him.	4.40	0.71	40
Praise your counterpart for good performance.	4.33	0.84	39
Mentor or provide a counterpart with advice or counsel to assist him in making a decision through a mutually developed bond of trust.	4.33	1.02	40
Assess the strengths and weaknesses of your counterpart's unit.	4.31	0.95	39
Follow-up with your counterpart to ensure that work has been accomplished.	4.30	0.65	40
Understand your interpreter's cultural biases.	4.28	0.93	40
Assess the readiness of your counterpart's unit to perform missions.	4.23	1.04	39
Understand the background of your counterpart.	4.20	0.94	40
Recognize how your counterpart's understanding of time impacts his behavior and decisions.	4.15	1.03	40
Limit how your cultural bias affects your perceptions of your counterpart's behavior.	4.15	0.98	40
Deal with corruption in your counterpart's organization.	4.13	1.08	39

<i>Staff/Maneuver Advisor Activities (Importance)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Stress to coalition forces that the advisor is not in command of the counterpart.	4.13	1.32	39
Stress sustainability to the counterpart.	4.13	1.09	40
Determine which information to provide and withhold from a counterpart.	4.08	1.26	39
Teach or instruct a counterpart in acquiring or improving a skill or ability.	4.08	1.19	40
Gain commitment from the counterpart and the counterpart's team.	4.05	0.90	38
Communicate organizational goals and objectives to the counterpart.	4.05	1.18	38
Understand how religion impacts the current operating environment.	4.05	1.13	40
Exchanging common greetings in your counterpart's language.	4.05	1.15	40
Read the facial expressions of individuals from your counterpart's culture.	4.05	1.04	40
Find ways to deal with or work around corruption in the local environment.	4.03	1.19	40
Gain the trust of individuals from the relevant culture.	4.03	1.39	40
Spend "unstructured time" with your counterpart.	4.00	0.91	40
Understand the background of your interpreter.	4.00	1.18	40
Establish short term goals for your counterpart to accomplish.	3.98	1.17	40
Coach or guide a counterpart to reach the next level of knowledge or skill.	3.98	1.14	40
Become comfortable with non-Western cultural norms.	3.98	1.19	40
Interpret the body language of individuals from your counterpart's culture.	3.93	1.12	40
Interact with U.S. coalition forces (non-transition team members).	3.93	1.35	40
Predict how your counterpart will behave.	3.93	1.16	40
Adjust the way you treated individuals from the other culture, depending on their rank.	3.93	1.31	40
Interpret the gestures of individuals from your counterpart's culture.	3.90	0.98	40
Demonstrate support for your counterpart (increase authority and legitimacy by deferring, promoting, remaining in the shadows as much as possible).	3.90	1.26	40
Ask about your counterpart's Family.	3.90	1.06	40
Adjust the way you treated individuals from the other culture, depending on their age.	3.88	1.36	40
Stress unity of effort/purpose with one's counterpart.	3.88	1.34	40
Prepare an interpreter for a meeting.	3.88	1.30	40
Capitalize on the similarities between your beliefs, values, and goals and those of your counterpart.	3.87	1.34	39
Manage interpersonal conflict effectively in a cross-cultural setting.	3.87	1.21	38
Capitalize on your counterpart's perspective or point of view.	3.85	0.95	40
Communicate the long term goals of the U.S. military to your counterpart.	3.85	1.21	40
Restrict sensitive information provided to a counterpart.	3.85	1.31	40
Use gestures commonly found in the host nation's culture.	3.85	1.19	40
Speak common words in your counterpart's language.	3.85	1.25	40
Judge your counterpart's actions according to his cultural standards.	3.85	1.11	39

<i>Staff/Maneuver Advisor Activities (Importance)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Prevent personal feelings toward your counterpart from interfering with the transition team mission.	3.83	1.58	40
Provide symbolic rewards (e.g., certificates, coins) to your counterpart for good performance.	3.83	1.28	40
Give your counterpart feedback for poor performance.	3.80	1.24	40
Influence how your counterpart perceives your transition team.	3.80	1.04	40
Use rational persuasion (i.e., provide logical arguments and evidence) to influence your counterpart.	3.78	1.14	40
Become comfortable with eating the food of another culture.	3.77	1.16	39
Take advantage of how historical events are relevant to the current operating environment.	3.75	1.28	40
Capitalize on what motivates your counterpart.	3.75	0.93	40
Employ a Rapport Plan (continuously plan, execute, and refine methods to increase the closeness of the relationship with your counterpart).	3.75	1.39	40
Identify sources of corruption in the local environment.	3.74	1.41	38
Express compassion toward individuals of a different culture.	3.73	1.32	40
Apply principles of team building in a cross-cultural setting.	3.68	1.44	38
Use knowledge about social influences to understand the behavior of an individual from the relevant culture.	3.67	1.34	39
Use knowledge about customs and traditions to understand the behavior of an individual from the relevant culture.	3.67	1.34	39
Demonstrate enthusiasm of the transition team work to your counterpart.	3.65	1.44	40
Influence how your counterpart perceives you.	3.60	1.30	40
Understand the implications of religion for military operations.	3.58	1.69	40
Take advantage of the role of power and authority in the relevant culture.	3.55	1.38	40
Spend "unstructured time" with your interpreter.	3.55	1.43	40
Promote your counterpart's authority to coalition forces.	3.54	1.45	39
Use knowledge about professional influences to understand the behavior of an individual from the relevant culture.	3.54	1.33	39
Use knowledge about military influences to understand the behavior of an individual from the relevant culture.	3.53	1.33	38
Share your personal history or information with your counterpart.	3.53	1.22	40
Speak to others in the host nation's language.	3.50	1.24	40
Disclose sensitive information to a counterpart.	3.48	1.58	40
Deal with U.S. coalition partners who do not understand the transition team purpose and mission.	3.45	1.71	40
Interact with foreign coalition forces.	3.43	1.55	40
Adjust the way you treated individuals from the other culture, depending on their gender.	3.43	1.87	40
Assess the impact of information on military factors.	3.42	1.48	38
Explain the role of the transition team to coalition forces.	3.38	1.58	40

<i>Staff/Maneuver Advisor Activities (Importance)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Influence your counterpart to adopt a course of action by telling him that you would collaborate (e.g., indicate that you would cooperate or provide resources).	3.38	1.46	40
Use knowledge about religious influences to understand the behavior of an individual from the relevant culture.	3.36	1.58	39
Explain to your counterpart how compliance with your request would benefit him (i.e., apply "apprising" tactics to influence your counterpart).	3.35	1.31	40
Stress the legitimacy of the transition team work.	3.33	1.76	40
Take advantage of the concept of hospitality in your counterpart's culture.	3.33	1.49	40
Take advantage of the concept of honor in your counterpart's culture.	3.33	1.46	40
Prepare coalition partners to conduct cross-cultural negotiations and meetings.	3.32	1.80	38
Manage a training program that targets individuals from another culture.	3.31	1.76	39
Work with an unfamiliar interpreter.	3.28	1.62	40
Display the body language and posture commonly found in the host nation's culture.	3.25	1.37	40
Let your counterpart participate in transition team activities or decisions in order to gain his compliance and commitment (i.e., use participation as an influence tactic).	3.23	1.65	39
Preparing your counterpart to conduct negotiations and meetings.	3.23	1.42	40
Build a consensus with individuals from the relevant culture.	3.21	1.61	38
Use knowledge about educational influences to understand the behavior of an individual from the relevant culture.	3.18	1.73	39
Share personal information about yourself with your interpreter.	3.18	1.47	40
Apply pressure tactics as a way to influence your counterpart.	3.18	1.47	40
Capitalize on your counterpart's belief system.	3.18	1.43	40
Adjust the way you treated individuals from the other culture, depending on their social status.	3.15	1.84	39
Use knowledge about geography to understand the behavior of an individual from the relevant culture.	3.15	1.80	39
Deal with chain of command issues with coalition forces	3.13	1.59	39
Understand the history of different religions found in your operating area.	3.10	1.79	39
Use knowledge about historical influences to understand the behavior of an individual from the relevant culture.	3.03	1.77	39
Understand the general theology of different religions found in your operating area.	3.03	1.86	39
Take advantage of the host nation's military culture.	3.03	1.75	40
Use knowledge about tribal influences to understand the behavior of an individual from the relevant culture.	3.00	1.82	39
Instruct a counterpart without the aid of an interpreter.	2.95	1.72	40
Use knowledge about demographic influences (e.g., age, sex) to understand the behavior of an individual from the relevant culture.	2.92	1.71	38
Deal with foreign coalition partners who do not understand the transition team purpose and mission.	2.90	1.94	39

<i>Staff/Maneuver Advisor Activities (Importance)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Prepare one's transition team for a meeting in which an interpreter would be used.	2.87	1.85	38
Identify and manage potential divisions among religious groups.	2.79	2.05	39
Assess the impact of information on social factors.	2.77	1.63	39
Use knowledge about economic influences to understand the behavior of an individual from the relevant culture.	2.69	1.88	39
Use personal appeal (i.e., ask an individual to comply out of loyalty or friendship) to influence your counterpart.	2.68	1.59	40
Assess the impact of information on politics.	2.64	1.66	39
Take advantage of the social hierarchy of the relevant culture.	2.63	1.71	40
Use your legitimate authority (i.e., your position, rank, or status) to influence your counterpart.	2.60	1.95	40
Manage the release of information to local civilians.	2.58	1.85	38
Become comfortable with same-sex activities (e.g., male-male hand holding, kissing during greetings).	2.58	1.75	40
Use knowledge about criminal influences to understand the behavior of an individual from the relevant culture.	2.54	1.93	39
Display the facial expressions commonly used by individuals from the host nation.	2.50	1.72	40
Take advantage of the role of reconciliation in your counterpart's culture.	2.50	1.81	40
Offer your counterpart a desired item or action in exchange for compliance with a request (i.e., us exchange tactics as a way to influence your counterpart).	2.45	1.60	40
Appeal to the emotions of your counterpart (i.e., engage in inspirational influence tactics) to influence him.	2.44	1.59	39
Adjust the way you treated individuals from the other culture, depending on his/her tribal affiliation.	2.43	2.01	40
Assess the impact of information on local economic factors.	2.34	1.66	38
Talk about Family in your counterpart's language.	1.97	1.72	39
Talk about religion in your counterpart's language.	1.92	1.71	39
Read the host nation's language.	1.77	1.72	39
Talk about tribal issues in your counterpart's language.	1.63	1.72	38
Capitalize on the concept of "revenge" in your counterpart's culture.	1.62	1.98	39
Talk about economic issues in your counterpart's language	1.53	1.77	38
Work with an interpreter from the local population who has not been vetted.	1.45	1.84	38
Talk about politics in your counterpart's language.	1.38	1.53	39
Write in the host nation's language.	1.31	1.69	39
Talk about sports in your counterpart's language.	1.23	1.56	39

Note. 5= Extremely important, 4 = Very important, 3 = Moderately important, 2 = Some importance, 1 = Little importance, 0 = None

Table A-51***Means and Standard Deviations for F-I Ratings of Staff/Maneuver Advisor Activities***

<i>Staff/Maneuver Activities (F-I Composite)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Communicate through an interpreter.	22.30	5.06	40
Understand the capabilities of your interpreter.	21.82	4.34	38
Demonstrate tolerance toward individuals from another culture.	20.98	6.53	40
Be tactful toward individuals from another culture.	20.53	6.22	40
Conduct a meeting through an interpreter.	19.58	5.98	40
Serve as a role model for your counterpart.	19.53	5.92	40
Establish your credibility with your counterpart.	19.53	6.00	40
Actively listen to individuals from another culture.	19.53	6.39	40
Demonstrate a positive attitude.	19.10	6.18	40
Instruct a counterpart with the aid of an interpreter.	19.08	6.19	40
Exhibit a strong work ethic.	18.98	6.41	40
Evaluate the trustworthiness of your interpreter.	18.68	7.31	38
Exchange common greetings in your counterpart's language.	18.63	6.88	40
Recognize differences between Western culture and your counterpart's culture.	18.45	6.24	40
Demonstrate to your counterpart that the transition team provides something of value.	18.41	6.50	39
Recognize differences between U.S. military culture and your counterpart's military culture.	18.33	6.05	40
Behave respectfully within the constraints of the relevant culture.	17.78	5.93	40
Build a close relationship with your counterpart.	17.78	6.93	40
Read the facial expressions of individuals from your counterpart's culture.	16.88	7.52	40
Become comfortable with non-Western cultural norms.	16.80	7.46	40
Be supportive of a counterpart's decisions and activities.	16.74	6.85	38
Speak common words in your counterpart's language.	16.70	7.80	40
Mentor or provide a counterpart with advice or counsel to assist him in making a decision through a mutually developed bond of trust.	16.40	7.33	40
Interpret the body language of individuals from your counterpart's culture.	16.28	7.42	40
Interpret the gestures of individuals from your counterpart's culture.	16.18	6.81	40
Communicate to your counterpart that you respect him.	16.05	6.68	40
Praise your counterpart for good performance.	15.92	5.89	39
Recognize how your counterpart's understanding of time impacts his behavior and decisions.	15.87	7.50	39
Follow-up with your counterpart to ensure that work has been accomplished.	15.78	5.89	40
Identify the training needs of your counterpart.	15.67	6.62	39
Recognize when individuals from the other culture were trying to manipulate you.	15.65	7.29	40
Interact with U.S. coalition forces (non-transition team members).	15.55	8.07	40

<i>Staff/Maneuver Activities (F-I Composite)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Identify the training needs of your counterpart's unit.	15.54	6.86	39
Use gestures commonly found in the host nation's culture.	15.48	8.02	40
Understand the background of your counterpart.	15.45	6.48	40
Understand your interpreter's cultural biases.	15.29	7.71	38
Assess the strengths and weaknesses of your counterpart's unit.	15.00	6.70	39
Gain the trust of individuals from the relevant culture.	14.83	7.84	40
Stress sustainability to the counterpart.	14.75	7.51	40
Deal with corruption in your counterpart's organization.	14.59	7.49	39
Communicate organizational goals and objectives to the counterpart.	14.58	7.18	38
Understand how religion impacts the current operating environment.	14.55	8.45	40
Teach or instruct a counterpart in acquiring or improving a skill or ability.	14.53	7.36	40
Predict how your counterpart will behave.	14.50	8.34	40
Assess the readiness of your counterpart's unit to perform missions.	14.33	6.95	39
Stress unity of effort/purpose with one's counterpart.	14.33	8.16	40
Understand the background of your interpreter.	14.32	7.81	38
Determine which information to provide and withhold from a counterpart.	14.20	8.62	40
Find ways to deal with or work around corruption in the local environment.	14.20	7.56	40
Capitalize on the similarities between your beliefs, values, and goals and those of your counterpart.	13.82	7.89	39
Express compassion toward individuals of a different culture.	13.80	8.26	40
Prepare an interpreter for a meeting.	13.73	7.88	40
Demonstrate support for your counterpart (increase authority and legitimacy by deferring, promoting, remaining in the shadows as much as possible).	13.63	8.19	40
Adjust the way you treated individuals from the other culture, depending on their rank.	13.58	7.51	40
Stress to coalition forces that the advisor is not in command of the counterpart.	13.54	8.13	39
Become comfortable with eating the food of another culture.	13.54	6.63	39
Spend "unstructured time" with your interpreter.	13.53	7.33	40
Spend "unstructured time" with your counterpart.	13.48	6.65	40
Coach or guide a counterpart to reach the next level of knowledge or skill.	13.40	8.02	40
Ask about your counterpart's Family.	13.36	7.57	39
Gain commitment from the counterpart and the counterpart's team.	13.32	6.25	38
Judge your counterpart's actions according to his cultural standards.	13.26	6.82	39
Demonstrate enthusiasm of the transition team work to your counterpart.	13.10	7.82	40
Limit how your cultural bias affects your perceptions of your counterpart's behavior.	13.08	7.09	40
Apply principles of team building in a cross-cultural setting.	12.95	8.52	38

<i>Staff/Maneuver Activities (F-I Composite)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Use rational persuasion (i.e., provide logical arguments and evidence) to influence your counterpart.	12.85	7.29	40
Adjust the way you treated individuals from the other culture, depending on their age.	12.43	8.30	40
Influence how your counterpart perceives your transition team.	12.38	7.17	40
Identify sources of corruption in the local environment.	12.23	8.32	39
Give your counterpart feedback for poor performance.	12.23	7.43	40
Take advantage of the role of power and authority in the relevant culture.	12.15	8.75	40
Capitalize on what motivates your counterpart.	12.03	6.71	40
Establish short term goals for your counterpart to accomplish.	12.03	7.41	40
Display the body language and posture commonly found in the host nation's culture.	11.98	8.86	40
Employ a Rapport Plan (continuously plan, execute, and refine methods to increase the closeness of the relationship with your counterpart).	11.78	8.53	40
Use knowledge about social influences to understand the behavior of an individual from the relevant culture.	11.77	7.50	39
Capitalize on your counterpart's perspective or point of view.	11.68	6.43	40
Interact with foreign coalition forces.	11.65	8.81	40
Stress the legitimacy of the transition team work.	11.64	9.07	39
Use knowledge about customs and traditions to understand the behavior of an individual from the relevant culture.	11.64	7.85	39
Influence how your counterpart perceives you.	11.40	7.12	40
Manage interpersonal conflict effectively in a cross-cultural setting.	11.39	7.29	38
Use knowledge about professional influences to understand the behavior of an individual from the relevant culture.	11.36	8.76	39
Deal with U.S. coalition partners who do not understand the transition team purpose and mission.	11.35	8.24	40
Use knowledge about religious influences to understand the behavior of an individual from the relevant culture.	11.29	8.41	38
Use knowledge about military influences to understand the behavior of an individual from the relevant culture.	11.11	7.54	38
Restrict sensitive information provided to a counterpart.	11.10	8.35	40
Communicate the long term goals of the U.S. military to your counterpart.	10.90	6.70	40
Take advantage of how historical events relate to the current operating environment.	10.90	7.86	40
Share personal information about yourself with your interpreter.	10.85	7.62	40
Speak to others in the host nation's language.	10.83	7.54	40
Manage a training program that targets individuals from another culture.	10.74	8.30	39
Explain the role of the transition team to coalition forces.	10.65	8.35	40
Promote your counterpart's authority to coalition forces.	10.64	7.95	39
Understand the implications of religion for military operations.	10.62	8.30	39

<i>Staff/Maneuver Activities (F-I Composite)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Take advantage of the concept of honor in your counterpart's culture.	10.55	8.00	40
Influence your counterpart to adopt a course of action by telling him that you would collaborate (e.g., indicate that you would cooperate or provide resources).	10.35	7.33	40
Deal with chain of command issues with coalition forces.	10.28	8.76	39
Adjust the way you treated individuals from the other culture, depending on their gender.	10.18	9.01	40
Adjust the way you treated individuals from the other culture, depending on their social status.	10.08	8.71	40
Explain to your counterpart how compliance with your request would benefit him (i.e., apply "apprising" tactics to influence your counterpart).	10.05	6.54	40
Build a consensus with individuals from the relevant culture.	10.00	7.41	38
Prepare coalition partners to conduct cross-cultural negotiations and meetings.	9.79	8.98	39
Share your personal history or information with your counterpart.	9.75	7.22	40
Deal with foreign coalition partners who do not understand the transition team purpose and mission.	9.73	9.32	40
Use knowledge about educational influences to understand the behavior of an individual from the relevant culture.	9.67	8.74	39
Capitalize on your counterpart's belief system.	9.65	7.38	40
Take advantage of the concept of hospitality in your counterpart's culture.	9.58	7.27	40
Understand the history of different religions found in your operating area.	9.56	9.20	39
Assess the impact of information on military factors.	9.56	7.32	39
Take advantage of the host nation's military culture.	9.50	8.68	40
Prevent personal feelings toward your counterpart from interfering with the transition team mission.	9.46	8.14	39
Understand the general theology of different religions found in your operating area.	9.43	9.09	40
Let your counterpart participate in transition team activities and decisions in order to gain his compliance and commitment (i.e., use participation as an influence tactic).	9.20	8.57	40
Use knowledge about tribal influences to understand the behavior of an individual from the relevant culture.	9.03	8.25	39
Use knowledge about geography to understand the behavior of an individual from the relevant culture.	8.95	8.27	39
Identify and manage potential divisions among religious groups.	8.72	9.93	39
Provide symbolic rewards (e.g., certificates, coins) to your counterpart for good performance.	8.65	7.45	40
Use knowledge about demographic influences (e.g., age, sex) to understand the behavior of an individual from the relevant culture.	8.46	7.87	39
Become comfortable with same-sex activities (e.g., male-male hand holding, kissing during greetings).	8.35	8.21	40
Use knowledge about economic influences to understand the behavior of an individual from the relevant culture.	8.33	8.39	39

<i>Staff/Maneuver Activities (F-I Composite)</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Display the facial expressions commonly used by individuals from the host nation.	8.18	8.95	40
Prepare one's transition team for a meeting in which an interpreter would be used.	8.13	8.12	38
Use knowledge about historical influences to understand the behavior of an individual from the relevant culture.	8.00	7.50	39
Prepare your counterpart to conduct negotiations and meetings.	7.90	7.11	40
Assess the impact of information on social factors.	7.60	7.36	40
Use your legitimate authority (i.e., your position, rank, or status) to influence your counterpart.	7.40	8.22	40
Use personal appeal (i.e., ask an individual to comply out of loyalty or friendship) to influence your counterpart.	7.40	7.82	40
Apply pressure tactics as a way to influence your counterpart.	7.25	7.00	40
Adjust how you treat an individual from the other culture, depending on his/her tribal affiliation.	7.20	8.72	40
Assess the impact of information on politics.	7.03	7.38	40
Take advantage of the social hierarchy of the relevant culture.	6.93	7.70	40
Instruct a counterpart without the aid of an interpreter.	6.40	6.89	40
Take advantage of the role of reconciliation in your counterpart's culture.	6.30	7.56	40
Assess the impact of information on local economic factors.	6.25	7.04	40
Appeal to the emotions of your counterpart (i.e., engage in inspirational influence tactics) to influence him.	6.15	6.96	40
Use knowledge about criminal influences to understand the behavior of an individual from the relevant culture.	6.10	7.43	39
Offer your counterpart something that he wants in exchange for compliance with a request (i.e., use exchange tactics as a way to influence your counterpart).	5.82	5.78	39
Disclose sensitive information to a counterpart.	5.78	6.11	40
Work with an unfamiliar interpreter.	5.53	5.49	38
Manage the release of information to local civilians.	4.65	6.31	40
Talk about Family in your counterpart's language.	3.70	5.67	40
Talk about religion in your counterpart's language.	3.08	6.02	40
Capitalize on the concept of "revenge" in your counterpart's culture.	2.87	5.73	39
Talk about economic issues in your counterpart's language.	2.85	5.31	40
Work with an interpreter from the local population who has not been vetted.	2.63	5.70	40
Talk about tribal issues in your counterpart's language.	2.53	5.18	40
Read the host nation's language.	1.78	4.15	40
Talk about politics in your counterpart's language.	1.63	4.03	40
Talk about sports in your counterpart's language.	1.50	3.42	40
Write in the host nation's language.	0.70	2.26	40

Table A-52*Means and Standard Deviations for F-I, Frequency, and Importance Ratings of Staff/Maneuver Advisor KSAs*

<i>Staff/Maneuver Advisor KSAs</i>	<u>F-I</u>			<u>Frequency</u>			<u>Importance</u>		
	<i>M</i>	<i>SD</i>	<i>N</i>	<i>M</i>	<i>SD</i>	<i>N</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Instructing CP through Interpreter	19.08	6.19	40	4.18	0.87	40	4.48	0.85	40
Establishing Credibility	18.90	5.99	39	4.08	1.05	39	4.59	0.60	40
Consideration and Respect	18.11	5.05	40	3.97	0.91	40	4.35	0.63	40
Role Modeling	17.68	5.41	40	3.94	0.81	40	4.26	0.75	40
Speaking Common Words in CP Language	17.66	6.91	40	4.26	0.91	40	3.95	1.15	40
Comparing One's Culture with CP Culture	16.87	5.72	39	3.79	0.97	40	4.28	0.78	40
Interpreting Nonverbal Behavior	16.44	6.69	40	3.98	0.98	40	3.96	0.96	40
Using an Interpreter	16.18	3.68	38	3.62	0.72	38	4.11	0.56	40
Sensing Manipulation	15.65	7.29	40	3.33	1.40	40	4.63	0.63	40
Identifying Training Needs	15.60	6.65	39	3.42	1.13	39	4.45	0.81	39
Mentoring and Coaching	14.78	6.53	40	3.33	1.15	40	4.13	0.91	40
Assessing CP Unit Performance	14.67	6.70	39	3.28	1.15	39	4.27	0.96	39
Building Rapport	14.32	4.67	40	3.30	0.80	40	4.07	0.62	40
Dealing with Corruption	13.53	7.10	38	3.13	1.36	38	3.95	1.12	37
Interacting with US Coalition Forces	13.45	7.28	40	3.30	1.35	40	3.69	1.34	40
Establishing Goals	13.34	5.68	40	3.10	1.00	40	3.98	0.89	40
Judging by CP's Standards	13.26	6.82	39	3.23	1.31	40	3.85	1.11	39
Understanding CP	13.23	4.95	40	3.20	0.88	40	3.84	0.71	40
Managing CP Performance	13.23	4.64	39	3.06	0.88	40	4.08	0.67	39
Cross-Cultural Team Building	12.95	8.52	38	3.03	1.62	38	3.68	1.44	38
Suppressing Cultural Bias	12.06	4.50	39	3.03	0.93	40	3.66	0.84	40
Managing Perceptions About the Advisor Team	11.89	6.56	40	2.94	1.25	40	3.70	1.07	40
Using Nonverbal Behavior	11.88	7.00	40	3.03	1.30	40	3.20	1.05	40
Employing a Rapport Plan	11.78	8.53	40	2.75	1.69	40	3.75	1.39	40
Communicating Legitimacy of Advisor Team Work	11.64	9.07	39	2.74	1.68	39	3.33	1.76	40
Managing Interpersonal Conflict	11.39	7.29	38	2.68	1.42	38	3.87	1.21	38
Informing and Engaging Coalition Forces	10.99	7.02	39	2.59	1.37	39	3.51	1.11	39
Managing a Training Program	10.74	8.30	39	2.58	1.62	40	3.31	1.76	39

<i>Staff/Maneuver Advisor KSAs</i>	<u>F-I</u>			<u>Frequency</u>			<u>Importance</u>		
	<i>M</i>	<i>SD</i>	<i>N</i>	<i>M</i>	<i>SD</i>	<i>N</i>	<i>M</i>	<i>SD</i>	<i>N</i>
Tailoring Interactions to Cultural Demographics	10.69	6.79	40	2.49	1.34	40	3.36	1.24	40
Interacting with Foreign Coalition Forces	10.69	8.41	40	2.66	1.72	40	3.17	1.55	39
Knowledge of Religious Influences	10.63	7.50	40	2.44	1.42	40	3.32	1.37	40
Building Consensus	10.00	7.41	38	2.58	1.43	38	3.21	1.61	38
Understanding the Operating Environment	9.64	6.72	38	2.33	1.31	39	3.16	1.21	38
Using Proactive Influence Tactics	9.41	4.61	40	2.41	0.96	40	3.18	0.79	40
Leveraging Cultural Knowledge	8.62	5.18	40	2.15	1.04	40	2.97	1.07	40
Managing Information	8.30	5.07	40	2.08	1.10	40	3.18	0.97	38
Preparing CP for Negotiations/Meetings	7.90	7.11	40	2.03	1.56	40	3.23	1.42	40
Instructing CP without Interpreter	6.40	6.89	40	1.73	1.54	40	2.95	1.72	40
Working with Unfamiliar Interpreter	5.53	5.53	38	1.47	1.20	38	3.28	1.62	40
Working with an Unvetted Interpreter	2.63	5.70	40	0.78	1.27	40	1.45	1.84	38
Maintaining a Conversation in CP Language	2.55	3.95	40	0.75	1.02	40	1.64	1.43	38
Reading and Writing in CP Language	1.24	2.78	40	0.36	0.72	40	1.54	1.63	39

Note. Frequency Ratings: 5= More than once a day, 4 = Once a day, 3 = Once a week, 2 = Once a month, 1 = A few times, 0 = Did not perform. Importance Ratings: 5= Extremely important, 4 = Very important, 3 = Moderately important, 2 = Some importance, 1 = Little importance, 0 = None